

أكاديمية نايف العربية للعلوم الأمنية



Naif Arab Academy For Security Sciences

The Studies
and Research
Center

**Arab and International Technical Cooperation
In the Field of Crime Prevention and Criminal Justice**

Proceedings of the First International Conference

3 - 5 November, 1997

**Riyadh
1998**

أكاديمية نايف العربية للعلوم الأمنية

Naif Arab Academy For Security Sciences

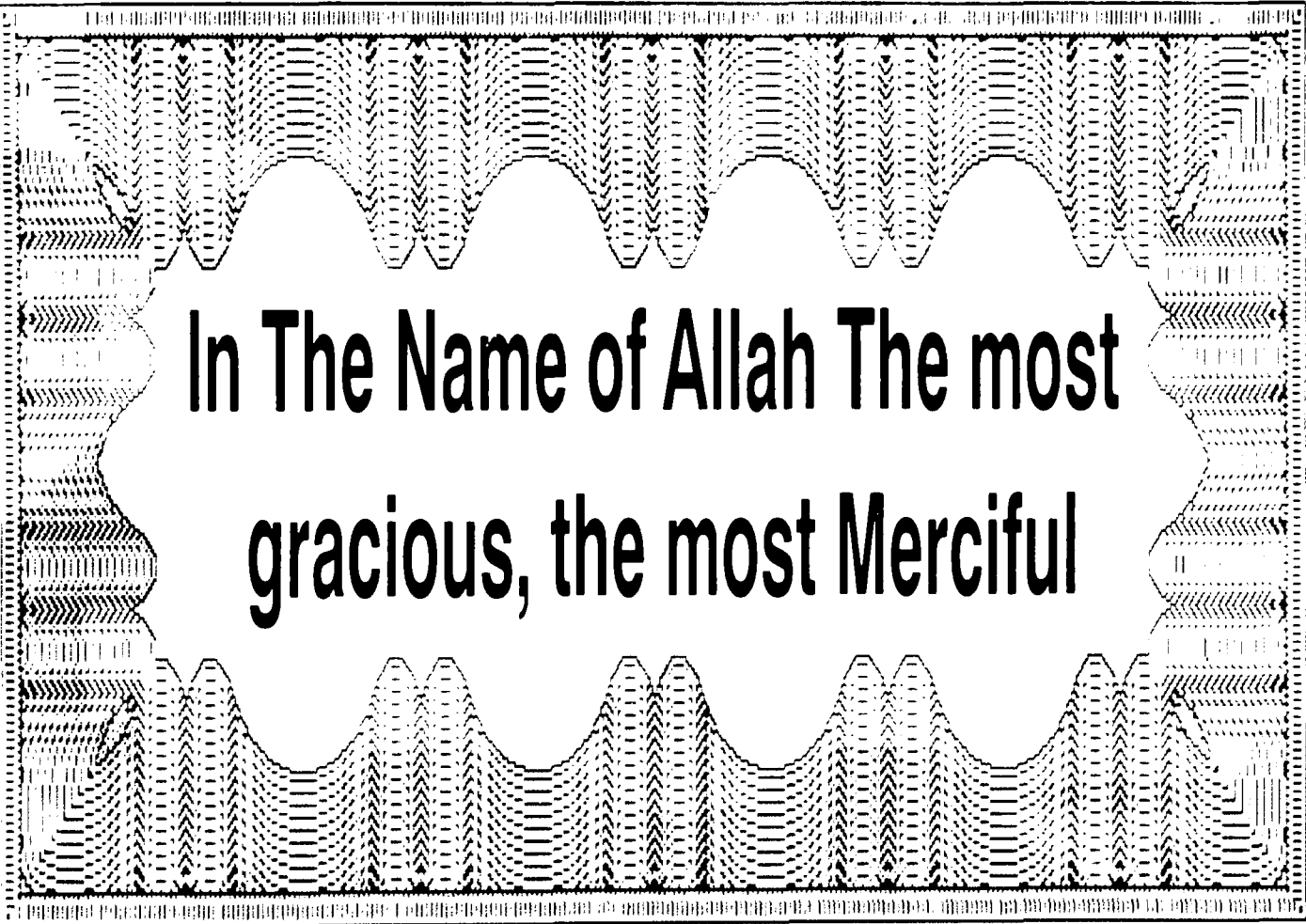


**Arab and International Technical Cooperation
In the Field of Crime Prevention and Criminal Justice**

Proceedings of the First International Conference

3 - 5 November, 1997

**Riyadh
1998**



**In The Name of Allah The most
gracious, the most Merciful**

Table of Contents

- **Introduction.....3**
- **Results of the Survey on the needs of the Arab Region for technical cooperation in the field of Crime Prevention and Criminal Justice. by: Mohsen Abd Elhamid Ahmed.....9**
- **Managing International Criminal Justice Projects. by: Ugljesa Zvekic.....25**
- **Technical Cooperation in the Field of Crime Prevention and Criminal Justice in the Arab World. by: UNCPCJD.....51**
- **The role of UNDP in Crime Prevention and Criminal Justice. by: Yves de San.....89**
- **Activities of the United Nations International Drug Control Programme. by: Vincent Del Buono.....97**
- **Activities of the United Nations African Institute for the Prevention of Crime and the Treatment of Offenders. by: Isam Al-Rashid Abu Jidairi.....105**
- **The Experience of the European Institute for Crime Prevention and Control in the field of Technical Assistance and Cooperation: Some proposals and recommendations. by: Roy Walmsley.....113**
- **The role of Naif Arab Academy for Security Sciences in Strengthening Technical Cooperation with International Organizations and Agencies. by: NAASS.....129**
- **How to Work with International Consultants in Criminal Justice. by: Gary Hill.....139**

● Technical Assistance for Effective Crime Prevention Strategies with an Arab Country.	<i>by: Irvin Waller</i>	173
● Recommendations.	185
● List of Participants.	191

Introduction

International Technical Cooperation aims in most cases at responding to certain needs such as the need for communication, exchange of new knowledge and developed skills, re-organization, reforms of all kinds, financial resources and materials for supporting reforms, development and re-organization. Technical Cooperation is not an easy goal to achieve, but a hard task that requires great effort and continuous follow-up in order to meet the new serious challenges in life. It is not merely a response to an immediate need. In the field of Crime Prevention and Criminal Justice, technical cooperation becomes concerned with training, studies, research, advisory service, exchange of information and experience, holding seminars, providing equipments and initiating projects and financing them.

In order to strengthen technical cooperation in the field of Crime Prevention and Criminal Justice, to implement the requirements of the Second Arab Security Plan which stipulates in one of its articles that the Academy should arrange for holding a meeting between the Arab countries to strengthen technical cooperation with the International and Regional Organizations and Associations in Crime Prevention and Criminal Justice, and in compliance with Naif Academy's objectives, and of being a regional Arab Academy involved in strengthening its relations with the international and regional organizations for the sake of serving the Arab countries, this Conference has been included in the Academy work program for 1997, and has been implemented during the period 3-5 November, 1997

Conference Objectives:

The objectives of the Conference are:

- 1 - Providing the Arab countries with specific and detailed information about the technical assistance which the International and Regional Organizations can provide, and how to obtain them in the field of Crime Prevention and Criminal Justice.
- 2 - Creating opportunities in order to discuss the ways and means to respond favourably to the needs of the Arab countries for technical assistance in the field of Crime Prevention and Criminal Justice.
- 3 - Increasing the awareness of the various difficulties that confront technical assistance in the field of Crime Prevention and Criminal Justice. The gap between the countries of the world in culture, language and ability to communicate adds to the difficulties of this assistance and may, hence, lead to poor performance. The gap may even become wider and cause complete failure in the projects of International Cooperation.
- 4 - Improving skills and ability of responsible officials in the Arab countries in designing, implementing and follow-up of the technical assistance projects at different levels, and assisting in developing financial and human resources to meet the ever-increasing demands of the Arab countries in the field of Crime Prevention and Criminal Justice.
- 5 - Giving a chance for International and Regional Organizations to participate in the conference, present their technical assistance programs in the field of Crime Prevention and Criminal Justice, determine the kind of programs and services available, and explain conditions necessary for obtaining them.

6 - Setting a multilateral program of technical assistance for the Arab countries in Crime Prevention and Criminal Justice which will respond to the needs already expressed by the representatives of the Arab governments. This program will comply with the interest of the International and Regional Organizations which are represented in the Conference.

Conference Participants:

A - Fifty one (51) persons participated in the conference. They were among the senior officials in twelve Arab countries who are responsible for policy making, planning, and international cooperation in Ministries of Interior, Justice and Social Affairs. These countries are:

1. Hashimite Kingdom of Jordan
2. United Arab Emirate
3. State of Bahrain
4. Republic of Tunisia
5. Peoples Democratic Republic of Algeirs
6. Kingdom of Saudi Arabia
7. Republic of Sudan
8. State of Palestine
9. State of Kuwait
10. Libyan Arab Gamaheria
11. Republic of Egypt
12. Islamic Republic of Mauritania

B - Heads and Senior Officials of the International and Regional Organizations involved in Crime Prevention and Criminal Justice, as follows:

1. United Nations Crime Prevention and Criminal Justice Programme
2. UN International Drug Control Programme

3. UN Development Programme
4. UN Interregional Crime and Justice Research Institute
5. The European Institute for Crime Prevention and Control
6. The African Institute for the Prevention of Crime and the Treatment of Offenders
7. The International Scientific and Professional advisory Council
8. The International Center for the Prevention of Crime
9. The Naif Arab Academy for Security Sciences

These International and Regional Organizations were represented by thirteen officials and experts. The number of participants in the Conference thus reached sixty four (64).

Conference Arrangements:

- * Professor Dr. Abdul Aziz Bin Sagr Al-Ghamdi, President of Naif Arab Academy for Security Sciences presided the Conference; General Dr. Mohammed El-Amin El-Bushra, Dean of the Studies and Research Center in the Academy Chaired Conference Sessions; and Dr. Mohsen Abdel Hamid Ahmed, Director of the Department of International Cooperation in the Academy, and the Scientific Coordinator of the Conference was the Rapporteur.
- * The International and Regional Organizations participating in the Conference prepared ten (10) working papers which were translated into Arabic, then presented and discussed in the Conference Sessions.
- * The hall in which the Conference held its Sessions was equipped with the necessary equipments for simultaneous translation from English into Arabic and vice versa.
- * A guide for the Conference including title, period, location, objectives, topics to be discussed, participants, and the time table of the Conference sessions was published and distributed well in advance. A social program was also prepared for the participants in the Conference.

Opening Session:

The Conference was opened on Monday, 3rd November, 1997 at 11a.m.
The Programme was as follows:

- * Reciting Verses from the Quran
- * Speech by Dr. Mohammad El-Amin El-Bushra, Dean of the Studies and Research Center in the Academy.
- * Speech by Dr. Mohsen Abdel Hamid Ahmed, Director of the Department of International Cooperation in the Academy and the Scientific Coordinator of the Conference.
- * Speech by Mr. Eve de San, Representative of UNDP.
- * Speech by Dr. Abdul Aziz Sagr Al Ghamdi, President of Naif Arab Academy for Security Sciences.

Conference Sessions:

Conference sessions were held during the morning periods throughout the Conference duration and the following papers were presented and discussed:

- 1 - **Results of the survey on the needs of the Arab Region for technical cooperation in the field of Crime Prevention and Criminal Justice:** by Mohsen Abdel Hamid Ahmed, Director of the Department of International Cooperation in the Academy.
- 2 - **Managing International Criminal Justice Projects:** by Ugljesa Zvekic, Deputy Director of the UN Interregional Crime and Justice Institute.
- 3 - **Technical Cooperation in the Field of Crime Prevention and Criminal Justice in the Arab World:** by Vincent Del Buono, Interregional Advisor in the UN Crime Prevention and Criminal Justice Division.
- 4 - **The role of UNDP in Crime Prevention and Criminal Justice:** by Yves de San, Resident Representative for UNDP in the Kingdom of Saudi Arabia.

- 5 - **Activities of the United Nations International Drug Control Programme:** by Vincent Del Buono, Interregional Advisor.
- 6 - **Activities of the United Nations African Institute for the Prevention of Crime and the Treatment of Offenders:** by Dr. Isam Al Rashid Abu Jidairi, Institute Director.
- 7 - **The Experience of the European Institute for Crime Prevention and Control in the field of Technical Assistance and Cooperation: some proposals and recommendations:** by Dr. Roy Walmsley, Institute Consultant.
- 8 - **The role of Naif Arab Academy for Security Sciences in Strengthening Technical Cooperation with International Organizations and Agencies:** by Dr. Mohammad Asaad Alem, Assistant President of the Academy for Scientific Affairs.
- 9 - **How to Work with International Consultants in Criminal Justice:** by Gary Hill, Consultant to ISPAC.
- 10 - **Technical Assistance for Effective Crime Prevention Strategies with an Arab Country:** by Dr. Irvin Waller, Director, International Center for the Prevention of Crime.

The working papers were presented and discussed. Technical assistance provided by International and Regional Organizations were made explicit together with the ways of making use of them. Practical recommendations were adopted to strengthen Technical Cooperation between Arab countries and International and Regional Organizations in the field of Crime Prevention and Criminal Justice.

Dr. Mohsen Abd Elhamid Ahmed
Director, International Cooperation Dept. in the Academy
and The Rapporteur of the Conference.

**Results of the
Survey on the needs of the Arab Region
For Technical Co-operation in the
Field of Crime Prevention and Criminal Justice**

*By
Dr. Mohsen Abd Elhamid Ahmed
Director, Department of International Cooperation
Naif Arab Academy for Security Sciences*

Introduction

In order to achieve the objectives of the “First International Conference on Strengthening Arab Technical Cooperation with International and Regional Organizations in the field of Crime Prevention and Criminal Justice, held in Riyadh between 3-5 November, 1997, it has been decided that a survey on the needs of the Arab Region for Technical Co-operation in the field of Crime Prevention and Criminal Justice should be carried out and provide the participating Regional and International Organizations with its results a good time before convening the Conference. A list of questions has been prepared for the responsible officials in the Arab Ministeries of Interior, Justice and Social Affairs, invited to attend the Conference, to answer. The list of questions includes six questions, four of which are basic and deal with the main problems that the participants face in the field of Crime Prevention and Criminal Justice. It also includes the most important kinds of technical assistance which they need now and the scope of their dealings with those Regional and International Organizations. This list of questions was mailed with the first letter of invitation to the different ministries. Saturday, the 11th of October, was fixed for starting the analysis of the responses to the questions. It was also decided to be satisfied with the number of responses received by that date.

The contents of the responses to the questions have been analysed, classified and categorized and in this report the results of the analysis are presented in the shape of a simple statistical table in order to achieve the specific purpose of making use of it in enriching the discussions of the subjects presented to the Conference.

The participants in the conference were 14 Arab Countries and nine (9) International and Regional Organizations that are concerned with Crime Prevention and Criminal Justice. Meanwhile, there were 22 ministries attending the conference, eight of which are of Interior, eight of Justice, and six of Social affairs. Of these ministries, (72,73%) responded to the list of questions that has been sent to them.

The ministries that responded to the questions mentioned 9 problems which they considered as the most important ones which they face in the field of Crime Prevention and Criminal Justice. The first five are:

- 1 - Shortage of equipment and laboratories.
- 2 - Lack of advanced training at home and training abroad.
- 3 - Limitation of legislations to cope with changing conditions.
- 4 - Non-availability of information and statistics.
- 5 - Insufficient Financial Resources.

There is no doubt that these problems are the areas where technical assistance is of paramount importance. The Ministries of Interior, Justice and Social Affairs jointly face two problems of these, namely: insufficient training and inadequate legislations. Yet their priorities to each ministry differ from the others.

Moreover the ministries of Interior and justice join together in shortage of equipment and laboratories. The ministries of justice and social affairs both suffer from lack of data and statistics. On the other hand, the ministries of justice are faced with the problem of poor financial abilities. The ministries of social affairs stand alone in facing two problems, namely, lack of modern rehabilitation institutions and insufficient studies and applied researches.

Technical assistances needed by the Arab countries in the field of Crime Prevention and Criminal Justice are numerous and include eight types of technical assistances. It is clear that the most important five technical assistances needed by the Arab countries are: equipments, training, information, studies, and applied researches and financing. The priorities of these technical assistances vary from one ministry to the other. On calculating the weightening score according to priorities, the first five technical assistances remain where they are, but their priorities change as the following: equipments, information, training, financing, studies and applied researches.

During the last five years, half of the ministries that responded to the questions indicated that they had dealings with some international and regional organizations in the field of Crime Prevention and Criminal Justice. More than half (62.5%) of them faced some difficulties in these dealings such as cultural differences and lack of financial resources.

For the sake of strengthening technical cooperation between the Arab countries and the International and Regional Organizations in the field of Crime Prevention and Criminal Justice, some of these ministries, which responded to the questions, mentioned a number of recommendations which have been analysed and classified as follows:

- 1 - To contact the International and Regional Organizations as a unified Arab group which has specific needs and to conclude this cooperation in joint agreements.
- 2 - To introduce Arab, International and Regional Organizations that deal with Crime Prevention and Criminal Justice.

- 3 - To take interest and be keen to attend conferences of such matters and pay field visits in order to benefit from experiences of other countries as well as from their specialized agencies.
- 4 - To coordinate between the Arab countries in the International meetings and conferences.
- 5 - To establish national liason offices to coordinate between the Arab countries and the international and regional organizations in the field of Crime Prevention and Criminal Justice.
- 6 - To invite to and arrange meetings with international experts in the field of Crime Prevention and Criminal Justice in order to benefit from their experience.
- 7 - To arrange granting scholarships and technical assistances by the developed countries to the developing countries in the field of Crime Prevention and Criminal Justice.
- 8 - Develop a unified system for criminal statistics in the Arab countries.
- 9 - To coordinate between the Arab countries in order to benefit from technical assistances provided by the regional and international organizations.
- 10 - To introduce Arab countries projects of Crime Prevention and Criminal Justice into their National Programs presented to the U.N. Development Program.
- 11 - To sign international agreements in the field of Crime Prevention and Criminal Justice.

Table (1)**Number of Arab Countries Participating in the Conference**

Countries	No.	%
Arab Countries participating in the Conference	14	63.64
Arab Countries not participating in the Conference	8	36.36
<i>Total</i>	22	100

Table (2)**Number of Ministries Participating in the Questionnaire**

Ministries	No. of Invited Ministries	No. of Participating Ministries	Percent of Participation
Ministries of Interior	22	8	36.36
Ministries of Justice	22	8	36.36
Ministries of Social Affairs	22	6	27.28

Table (3)**Number of Ministries Replied to the Questionnaire**

Ministries	Reply		No Reply		Total
	No.	%	No.	%	
Ministries of Interior	7	87,50	1	12.50	8
Ministries of Justice	5	62.50	3	37.50	8
Ministries of Social Affairs	4	66,67	2	33.33	6
<i>Total</i>	16	72.73	6	27.27	22

Table (4)
Important Problems Facing Arab Ministries in the
Field of Crime Prevention and Criminal Justice

No.	Problems	Interior		Justice		Social	
		No.	%	No.	%	No.	%
1	Shortage of Equipments and Laboratories.	7	100	3	60	--	--
2	Lack of Advanced Training at home and training abroad.	5	71.43	2	40	2	50
3	Limitation of Legislations to cope with changing conditions.	4	57.14	1	20	1	25
4	Non-availability of information and statistics.	1	14.29	3	60	2	50
5	Insufficient Financial Resources.	2	28.57	2	40	--	--
6	Absence of Public Awareness of Crime.	4	57.14	--	--	--	--
7	The need for modern rehabilitation institutions.	1	14.28	1	20	2	50
8	Problems of migration, drugs, and terrorism.	3	42.86	1	20	--	--
9	Insufficient studies and applied researches.	1	14.28	--	--	2	50
	No. of Ministries Replied	7	--	5	--	4	--

Table (5)**Five Important Problems Facing Arab Ministries in the Field of Crime Prevention and Criminal Justice**

No.	Problems	Interior	Justice	Social	Total
1	Lack of Advanced Training at home and Training abroad.	×	×	×	3
2	Limitations of Legislations to cope with changing conditions.	×	×	×	3
3	Shortage of Equipments and Laboratories.	×	×	--	2
4	Non-Availability of Information and Statistics.	--	×	×	2
5	Problems of Migration, Drugs, and Terrorism.	×	--	--	1

Table (6)**Five Important Problems Facing Arab Ministries of Interior in the Field of Crime Prevention and Criminal Justice**

No.	Problems	No.	%
1	Shortage of Equipments and Laboratories.	7	100
2	Lack of Advanced Training at home and Training Abroad.	5	71.43
3	Limitation of Legislations to cope with changing conditions.	4	57.14
4	Absence of Public Awareness of Crime.	4	57.14
5	Problems of Migration, Drugs and Terrorism	3	42.86

Table (7)**Five Important Problems Facing Arab Ministries of Justice in the Field of Crime Prevention and Criminal Justice**

No.	Problems	No.	%
1	Shortage of Equipments and Laboratories.	3	60.00
2	Non-Availability of Information and Statistics.	3	60.00
3	Lack of Advanced Training at home and Training Abroad.	2	40.00
4	Insufficient Financial Resources.	2	40.00
5	Limitation of Legislations to cope with changing conditions.	1	20.00

Table (8)**Five Important Problems Facing Arab Ministries of Social Affairs in the Field of Crime Prevention and Criminal Justice**

No.	Problems	No.	%
1	Lack of Advanced Training at home and Training Abroad.	2	50.00
2	Non-Availability of Information and Statistics.	2	50.00
3	The Need for Modern Rehabilitation Institutions.	2	50.00
4	Insufficient Studies and Applied Researches..	2	50.00
5	Limitation of Legislations to cope with changing conditions.	1	25.00

Table (9)**Technical Assistances needed by Arab Ministries in the Field of Crime Prevention and Criminal Justice**

No.	Technical Assistances Needed	F	%
1	Equipments.	13	86.67
2	Training.	12	80.00
3	Information.	11	73.33
4	Studies and Applied Researches	10	66.67
5	Financing.	9	60.00
6	Seminars.	8	53.33
7	Experts.	7	46.67
8	Conferences.	5	33.33

Table (10)**Technical Assistances needed by Arab Ministries of Interior in the Field of Crime Prevention and Criminal Justice**

No.	Technical Assistances Needed	F	%
1	Equipments.	6	85.71
2	Training.	6	85.71
3	Financing.	5	71.43
4	Experts.	5	71.43
5	Seminars.	5	71.43
6	Studies and Applied Researches	5	71.43
7	Information.	4	57.14
8	Conferences.	2	28.57

Table (11)

**Technical Assistances needed by Arab Ministries of Justice
in the Field of Crime Prevention and Criminal Justice**

No.	Technical Assistances Needed	F.	%
1	Equipments.	4	80.00
2	Financing.	3	60.00
3	Information.	3	60.00
4	Training.	2	40.00
5	Studies and Applied Researches.	2	40.00
6	Seminars.	1	20.00
7	Conferences.	1	20.00

Table (12)

**Technical Assistances needed by Arab Ministries of Social
Affairs in the Field of Crime Prevention and Criminal Justice**

No.	Technical Assistances Needed	F.	%
1	Training.	4	100.00
2	Information.	4	100.00
3	Studies and Applied Researches.	3	75.00
4	Equipments.	3	75.00
5	Experts.	2	50.00
6	Seminars.	2	50.00
7	Financing.	2	50.00
8	Conferences.	2	50.00

Table (13)
Technical Assistances needed by Arab Ministries
in the Field of Crime Prevention and Criminal Justice
Ranked According to its Priorities

Rank.	Technical Assistances Needed	Weighted Score
1	Equipments.	74
2	Information.	60
3	Training.	56
4	Financing.	51
5	Studies and Applied Researches.	39
6	Experts.	29
7	Seminars.	23
8	Conferences.	14

Table (14)
Technical Assistances needed by Arab Ministries of Interior
in the Field of Crime Prevention and Criminal Justice
Ranked According to its Priorities

Rank.	Technical Assistances Needed	Weighted Score
1	Equipments.	35
2	Training.	31
3	Financing.	31
4	Experts.	22
5	Information.	17
6	Studies and Applied Researches.	17
7	Seminars.	9
8	Conferences.	4

Table (15)

**Technical Assistances needed by Arab Ministries of Justice
in the Field of Crime Prevention and Criminal Justice
Ranked According to its Priorities**

Rank.	Technical Assistances Needed	Weighted Score
1	Equipments.	23
2	Information.	18
3	Financing.	15
4	Studies and Applied Researches.	10
5	Training.	8
6	Conferences.	2
7	Seminars.	1

Table (16)

**Technical Assistances needed by Arab Ministries of Social
Affairs in the Field of Crime Prevention and Criminal Jus-
tice Ranked According to its Priorities**

Rank.	Technical Assistances Needed	Weighted Score
1	Information.	25
2	Training.	17
3	Equipments.	16
4	Studies and Applied Researches.	14
5	Seminars.	9
6	Conferences.	8
7	Experts.	7
8	Financing.	5

Table (17)
Number of Arab Ministries dealt with
International and Regional Organizations in the Field of
Crime Prevention and Criminal Justice during the last Five Years.

No.	Ministries	No.	%
1	Ministries dealt with International and Regional Organizations	8	50.00
2	Ministries did not deal with International and Regional Organizations	8	50.00
<i>Total</i>		16	100.00

Table (18)
Number of Arab Ministries dealt with
International and Regional Organizations and Faced Diffi-
culties in dealing with it.

No.	Ministries	No.	%
1	Ministries faced difficulties in dealing with International and Regional Organizations.	5	62.50
2	Ministries did not face difficulties.	3	37.50
<i>Total</i>		8	100.00

أكاديمية نايف العربية للعلوم الأمنية

Naif Arab Academy For Security Sciences



*First International Conference
on Strengthening Arab Technical Cooperation with International and Regional
Organizations in the Field of Crime Prevention and Criminal Justice.*

Riyadh - 3rd - 5th November, 1997

List of Questions

Among the main objectives of the Conference is to avail the opportunity to discuss effective means and ways to meet the needs of the Arab Countries for technical assistance in the Field of Crime Prevention and Criminal Justice. To achieve that it is necessary to identify these needs by the Arab Countries in an earlier time before the convening of the conference. This is very important to crystalize these needs, without reference to any particular country, and distribute the results of the international and regional organizations participating in the conference as a basis for plan of action to enable the Arab Countries to make maximum use of technical assistance in a practical and constructive way.

It is required to answer the following questions in a separate sheet of paper and send it to the Department of Technical Cooperation in NAASS before Saturday 2nd August, 1997.

- 1 - What is your view, the most important five problems you are facing now in the field of crime prevention and criminal justice? Give details?
- 2 - What are the technical assistances you need now in the field of crime prevention and criminal justice? Arrange the needs according to your priorities from the following fields of technical assistance: applied researches, experts, training, symposia, conferences, information, appliances and equipments, finance, other fields.
- 3 - Identify in detail what is requested from the technical assistances you mentioned in question No.2?
- 4 - Did you ever maintained any working relations in the last five years with regional and international organizations in the field of crime prevention and criminal justice? If the answer is yes: give the name of the organization, the date of contact and the type of technical assistance received in detail?
- 5 - What are the most outstanding difficulties which you faced in maintaining relations with regional and international organizations in the field of crime prevention and criminal justice?
- 6 - What are your suggestions to strengthen technical cooperation between Arab in maintaining relations with the regional and international organizations in the field of crime prevention and criminal justice?
- 7 - Any further ideas or suggestions in this field?
- 8 - Please give the name, title, position, and address of the official answering these questions and the date of reply.

Managing International Criminal Justice Projects

By
Dr. Ugljesa Zvekic
Deputy Director
United Nations Interregional Crime
and Justice Institute (UNICRI)

Managing International Criminal Justice Projects

UNICRI and technical cooperation:

Over the past 29 years, since its establishment in 1968 as the United Nations Social Defence Research Institute (UNSDRI) with a primary mandate to promote practically-oriented comparative research and provide assistance to countries, through the adoption of its Statute in 1989 and a new name- United Nations Interregional Crime and Justice Research Institute (UNICRI) - to date, the Institute's mandate and field of activities have expanded to reflect continuous changes in crime and criminal justice issues and priorities as well as changes in approaches, modes and methods of international co-operation. Being an operational research, training and technical co-operation instrument of the United Nations programme on Crime Prevention and Criminal Justice, UNICRI activities are geared to integrate multidisciplinary and multimodal approaches at international, regional and national levels. This is well reflected in UNICRI's objectives which consist in contributing through research, training, technical co-operation and the collection, exchange and dissemination of information, to the formulation, implementation and evaluation of policies in crime prevention and criminal justice, due regard being paid to the integration of such policies within the broader context of socio-economic and cultural development and the protection of human rights. The main functions are:

- 1 - the exchange of experience and information on policy options adopted in different criminal justice systems and their analysis and evaluation;

- 2 - the development of comparative understanding of crime and criminal justice issues and international data bases; and
- 3 - the implementation of technical co-operation projects carried out in close collaboration with national governmental, academic and other professional structures.

Somewhat schematically, UNICRI's main activities can be classified as follows:

- 1 - international comparative projects: practically-oriented research; research-based conferences, seminars, training courses and workshops; documentation services, exchange and dissemination of information and UNICRI publications, reports and information material at the interregional, regional and country levels; and
- 2 - country level technical co-operation: research; training; needs assessment; consultancy and project/programme development; and capacity-building intervention activities.

UNICRI seeks to maximise on integration between research, documentation and technical co-operation, including training, as per project objectives and methodology as well as spatial coverage (international, regional, national and local). Within this integrated approach, the basic goals of technical cooperation activities consist in the creation and upgrading of self-reliance by promoting institutional capacities and advancing policies, programmes, analysis, evaluation and professionalism based on recognized international standards and experiences across the entire criminal justice spectrum, from policy makers to corrections personnel.

One of the main advantages of UNICRI's activities rests on its efforts to utilise comparative understanding and experience to assist in the promotion of policies and capacities that match the priorities, needs and aspirations of a given socio-cultural, economic, political and justice milieu with international prerequisites: a political and professional commitment by all parties involved, and a balanced appreciation of cultural, political and professional requirements.

Technical co-operation culture:

HEUNI's "ten golden rules" of international co-operation are an excellent summary of shared experiences as well as the most appreciative guidelines for the future. They are not only applicable to project development and implementation, but also to evaluation. Mutual understanding and commitment, good planning and preparation, a certain degree of flexibility and patience are particularly needed in any international co-operation endeavour and even more so in attempts to implement integrated, multidisciplinary and multimodal approaches and projects.

Notwithstanding a number of success stories in international co-operation, it is hard to claim that experience with technical co-operation projects has been completely unproblematic. To start with, there are problems inherent in the above-mentioned approach itself: a matching and balancing exercise. Others vary depending on the context and phases of project development, implementation, evaluation and follow-up, as well as on the partners and subjects involved. Ways to overcome these problems also vary, although the above-mentioned "ten golden rules" are instrumental in limiting the effects of certain predictable problems. On the other hand, even with good project preparation and planning, and sincere efforts by all parties involved to make it "a success", many problems of a less systematic and more situational and contextual nature can and do arise in the course of international technical co-operation projects. Sharing of experience related to problems and ways to overcome them, even if of a specific and thus limited magnitude, is of paramount importance for furthering international co-operation. Therefore, it is hoped that the illustrative cases based on UNICRI's experience presented below will contribute to understanding and improving international technical co-operation.

However, before turning to the cases, it is felt that another set of general remarks might be of assistance in improving and furthering international technical co-operation. They relate to what may be coined as the "technical co-operation" or "developmental assistance" culture and mentality. While difficult to define and even to describe in detail, this notion regards the whole set of cultural, political and technical attitudes and relationships that exist, develop and change as the process of technical co-operation evolves. Part of it includes the already traditional concepts of "providing the fish" and "teaching how to fish" with an almost general consensus that "teaching how to fish" is the more appropriate approach. This "teaching how" orientation emerged within the framework of developmental assistance to developing countries. Further evolution has taken place in a sense that the recipient is asked to take on an increasingly active role in the technical co-operation process. Moreover, given the restricted resources made available to developmental assistance, the recipient party is more often than not expected to share the cost, both financially and in kind. Important progress was made from this one-way assistance when international technical co-operation became recognised as a true partnership. This partnership is supposed to develop from the identification and articulation of needs and priorities through project design, implementation and evaluation. Partnership may take a number of forms; at a minimum it may involve a donor (e.g. a national government or international entity) and a recipient (a national government or entity) in bilateral endeavours. It may also involve more than two actors. This is typical of multi/bilateral arrangements in which there is a donor government or entity, a recipient government or entity and an international organisation which co-ordinates and manages a project. It is important that all

actors share a minimum of technical co-operation culture and manages a project. It is important that all actors share a minimum of technical co-operation culture based on confidence, clear division of labour and accountability and commitment to the objectives of a project.

Particular attention is recently being paid to assuring that the project continues after the phase of international assistance. In other words, it should become a true property of the target country or entity which means that procedures and resources for its continuation should be incorporated in the project design. This is an important achievement within the evolution of the technical co-operation culture which presupposes long-term planning of activities and resources to allow for continuation of the project. The success of the project cannot be linked only to ear-marked investments and activities geared towards launching it and achieving certain specific objectives. The destiny of the project cannot be linked only to financial and operational partnership between the donor and the recipient. It must go beyond this-towards the establishment of self-reliance and appreciation of the developmental objectives beyond those strictly limited to available and time-limited resources. Developmental goals including self-reliance and mechanisms and resources for long-term implementation support are becoming important features of the technical co-operation culture. This cultural orientation needs to be promoted by all the parties involved in international technical co-operation and in particular by the UN, whether in its role of a donor or/and mediator and executor of projects funded by other donors.

Within the framework of technical co-operation, particular attention thus needs to be paid to promoting partnership, confidence, accountability and transparency and, most importantly, a self-reliance developmental technical co-operation culture. These efforts

should also be oriented towards overcoming the problems related either to lack of experience with and lack of technical co-operation culture or, sometimes though rarely, negative attitudes towards technical co-operation. The technical co-operation culture emerged and developed, as noted above, primarily within the context of development assistance to the Third World. With changes brought in by the process of globalisation, the fall of the Berlin Wall and the resurgence of fast developing economies (e.g. in Asia and partially in Latin America) the geo-politics and actors of technical co-operation also changed. New donors and new recipients entered the field, including regional actors and the role of international organisations such as the UN also changed. All this will influence further development of technical co-operation culture. Therefore, particular attention should be paid to avoiding the imposition of outlived modes and patterns of co-operation onto the new actors. Observers in the field noted that plurality of donors and their relatively high density in a limited geo-political space coupled with the lack of co-ordination may, and indeed do, create problems in political and cultural appreciation of technical assistance. Moreover, it precludes the effective employment of limited resources and operational capabilities. It was also noted that a high density of donors in a particular region tends to privilege competition over resources rather than co-operative assistance, on the one hand, and leads to relative neglect of the other world's regions no less in need of technical co-operation, on the other.

It was observed that some new actors in technical co-operation tend to exhibit certain peculiar attitudes towards co-operation assistance ranging from total submission to the ideas and models brought in by donors (which precludes the true partnership) through suspicion as to the "true" objectives of technical co-operation to the presumptuous attitude of "we know it much better". This is also reflected in political and cultural reference points. On the other hand, donors also have to appreciate the importance of local

traiditons and aspirations and to refrain from imposing solutions tested in their own domestic context or in other technical co-operation endeavours. The UN can have a leading role in promoting a technical co-operation culture, taking into account the interests and needs of all parties involved and the changing context, modes and actors in international co-operation. Therefore, the development of a technical co-operation culture in the new context and with new actors is an important task ahead of all those involved and in particular the United Nations.

In what follows, UNICRI will discuss a number of selected issues related to technical co-operation projects involving mainly the Arab States and institutions.

International co-operation with Arab States and institutions:

Annual Co-ordination Meetings of the United Nations Crime Prevention and Criminal Justice Programme Network.

The former ASSTC (now NAASS) initiated and generously hosted nine co-ordination meetings and is now regularly participating in, and contributing to, the co-ordination meetings organised and hosted by UNICRI.

Social rehabilitation and economic development at El Katta Prison Farm, Egypt:

In 1988, UNICRI formulated a project involving the development of a model rehabilitation system for young adult offenders at El Katta prison, centred around an expanded prison farm. The project was developed in the light of the relevant provisions of the Standard Minimum Rules for the Treatment of Prisoners. The idea was to provide the inmates with agricultural training corresponding to the farming situations in which they would

function subsequent to their release from prison.

Financing was found through the Italian Ministry of Foreign Affairs, Directorate General for Development Co-operation and the Egyptian authorities made a counterpart contribution in kind. It was a jointly activity of the Egyptian Ministry of Interior, UNICRI and UNDP. UNICRI was in charge of the overall scientific co-ordination of project activities within the framework of the project's social rehabilitation objectives and the implementation of the social rehabilitation component of the project.

The project started in 1989 with a planning phase. A detailed Master Plan covering both agricultural and social rehabilitation components was prepared and submitted to the Italian and Egyptian authorities in 1990. The social component was drafted by a senior UNICRI consultant while the agricultural part was dealt with by a team of consultants assembled by UNDP.

With regard to the matters for which UNICRI had direct responsibility, the main output was the installation and adequate development of a social rehabilitation programme, the implementation of which was the responsibility of a Social Unit. Job training was organised and a training course on group dynamics was organised in 1990 with the co-operation of the Faculty of Social Work at Helwan University. The Unit was well established and upon the request of the Project Co-ordinator, a specialised Diploma in "Social Rehabilitation in Penal Institutions" was established within the Faculty. The idea was to create a whole new generation of social operators to reinforce the social rehabilitation techniques developed in this project throughout the entire prison and reform system in Egypt.

However, the implementation of the project was halted, particularly the agricultural part, due to the fact that part of the

funds were diverted by UNDP, with the consent of the Directorate General, for use in other projects that were considered to be of greater urgency.

Social changes and criminality in Tunisia:

Criminology and responses to criminal activities are assuming great importance in the international community. In many countries, the crime rate is constantly increasing and is reaching such a high level that it is becoming a serious threat for social peace, stability and the development of a country. This phenomenon, aggravated by the emergence of new forms of criminality including those of an international nature, has revealed the imperfections of traditional policies implemented regarding crime prevention and criminal justice.

While it was possible some years ago to differentiate between developed and developing countries with respect to types of crime such as economic crime, urban criminality, and drug related crimes, it seems that the historical, cultural, social, political and economic development of a country is usually linked with some "side effects" including criminality.

It is in this general context that Tunisia is considered an interesting case, for two main reasons: its rapid and strong development (in all sectors) and the radical reforms implemented since its Independence in 1956. The relationship between social change and crime finds, in the Tunisian context, a very good terrain for study.

The Project:

Following initial contacts between the Tunisian authorities and

UNICRI in 1989. a project entitled "Social changes and crime in Tunisia: research and training" was jointly designed by UNICRI and the Tunisian counterpart for the project, INTES (Institut National du Travail et des Etudes Sociales) located in Tunis, under the direction of Mr. Ouederni and, later on, Mr. Kotrane. It is also important to mention the role played by the Directorate General for Development Co-operation of the Italian Ministry of Foreign Affairs as the unique funding agency, as well as the United Nations Development Programme (UNDP).

The main objectives of this global project were:

- 1 - to better understand the evolution of delinquency and its social control in Tunisia since its Independence (1956), by studying the effects of social change during the last thirty years;
- 2 - to promote and develop the collection and analysis of data in order to improve social policy prevention and crime control and, at a wider level, to better co-ordinate the social and economic policy; and
- 3 - to contribute to the development and improvement of the training of personnel dealing with crime prevention and the treatment of offenders;

To achieve these objectives, the projects was divided into two components:

- 4 - the implementation of a training course in Tunisia for social workers working within the criminal justice system; and
- 5 - the conduct of a research on social changes and crime in Tunisia.

The Training Course:

The training course for social workers working in the field of juvenile justice was held in Tunis in January/February 1990. It was

attended by some 27 persons, including 12 women, mainly from Tunisia but also from Algeria and Morocco. The training course was based on a set of key contributions covering various issues relating to the United Nations Standards and Rules, Human Rights, crime prevention, protection and juveniles, juvenile delinquency, the role of social workers, etc.

The training course stressed the lack of, as well as the need for, exchange of knowledge in the areas related to juvenile and the various solutions and propositions aimed at improving the role of social workers.

The research on social change and crime:

The research component of the project intended to highlight the links between social change and crime by means of a longitudinal analysis of the situation of the country since its Independence. Since social change also includes historical, demographic, economic, cultural and other changes, variables were selected to be described in their relationship with crime.

Although a first attempt was made to analyse the variable in a quantitative manner, the lack of data forced us to opt for the qualitative approach. A set of 10 reports was prepared by Tunisian experts and grouped into the following three chapters: Overview of the situation; Socio-economic factors and crime; The criminal justice system. A summary report was then prepared based on the 10 sectorial reports.

Among the multitude of findings, the following can be mentioned as examples (although under the form of clichés and hence they should be considered with caution).

- While the population has doubled since Independence, crime against the person has increased more than 4 folds, is 6 times higher in the case of economic crime, and 7 times higher for

crime against morality.

- Criminality is not higher in urban areas than in rural areas.
- Although crime is still a male behaviour, female criminality, linked with the entry of women into the labour market, is increasing.
- The majority of the incarcerated population is aged between 20 and 30 years.
- Criminality is not related to either the rich or the poor socio-economic category, but to the middle category.
- The penal sanction applied is mainly incarceration, and efforts were made to improve the prison conditions, although alternatives to imprisonment were also discussed.

The reports of the project (training and research components) were published by UNICRI and INTES (1995) in *Changements sociaux, criminalite et victimisation en Tunisie*, Tunis: CERP.

Promoting Women's Action in Substance Abuse Prevention: An Educational Project in Mediterranean Countries: feasibility study.

This feasibility study was the first part of an action-oriented project, based on the recognition of the lack of studies, information, gender analysis, treatment and prevention programmes and interventions specifically focused on women and substance abuse.

Findings from several country case studies on women and substance abuse prepared by WHO and UNDCP, as well as other research carried out, indicate that there are unique factors contributing to women's substance abuse. There is also a need for

a gender sensitive approach and analysis, in order to help identify specific at-risk situations for drug abuse, participation in organised crime, prostitution, and other forms of victimization resulting from drug abuse, such as domestic violence and risks related to living in an abusive environment. The focus of this project was to promote women's action, within each country's social and cultural context, in substance abuse prevention and demand reduction. It started with the feasibility study, in order to improve the knowledge about women and substance abuse problems in the chosen countries and to develop culturally meaningful and effective prevention activities.

Following a series of contacts and meetings with other United Nations bodies, the EC and international experts, a final project document of the feasibility study was prepared. The project was carried out in the southern Mediterranean region in the following countries: Morocco, Tunisia, Egypt, Lebanon, Jordan and Syria. These countries are undergoing socio-economic change, which call for efforts to further the opportunities for women to have an active role both at the macro and micro plane. This is also a geographical area where information on women and drug problems is particularly scarce.

The project was funded by the European Commission, carried out jointly with UNESCO and in consultation with UNDCP, WHO and NGOs working in this field. According to the mandates of UNICRI and UNESCO, the approach of the project was tailored to an educational and crime prevention approach.

Two regional consultants (one for Egypt, Lebanon, Syria and Jordan and the other for Tunisia and Morocco) and a project consultant were selected. The two country consultants carried out the first mission in the countries between July and August 1995. They prepared the country reports, which contain information on

the socio-economic situation of the countries, socio-demographic gender desegregated data, the status of women, legislation and assesment of substance abuse and related problems, substance related problems and women, information on the existing activities and projects carried out by governmental institutions or NGOs working in this field as well as potential partners for the implementation of the further state of the project.

The second mission was carried out by the country consultants and the projects consultant in September-October, 1995. The main goal was the definition of concrete proposals for the implementation of the next phase, i.e. the organisation of local training activities for peer group local trainers, according to the country situation. A final report was prepared and submitted to the EC in January, 1996.

More specifically, the final report contains the country reports and the feasibility study. The feasibility study contains proposals for the implementation of preventive education projects to be carried out in the countries in which the study confirmed the suitability of local prevention action in the specified area (Syria, Lebanon, Tunisia and Morocco). On the basis of the information collected, specific local training programmes were designed which will eventually be extended to national and sub-regional levels.

The direct beneficiaries of this project will be the peer groups who will receive training to become peer educators. The training will utilise the peer education which has been demonstrated to be effective in many educational activities particularly in substance abuse and HIV/AIDS prevention. Local experts will be in charge of the peer group education, under the co-ordination of international training experts. The secondary, and most important, beneficiaries of the project will be the groups at-risk who will be the recipients of the project activities.

Comparative projects with the involvement of Arab States and institutions:

International Co-operative in Criminal Justice in the Mediterranean.

The Seminar on Crime and Criminal Justice in the Mediterranean Area: Promotion of Informed Decision-making and International Co-operation took place at the Foundation for International Studies in Malta from 5 to 10 February 1995. It was jointly organized by the United Nations Interregional Crime and Justice Research Institute (UNICRI) and the University of Malta, and funded by the Italian Ministry of Foreign Affairs.

The objectives of the Seminar were to provide a forum for exchange of information related to improved policy making, programming and the co-ordination of activities and measures for the development and promotion of international co-operation in criminal justice. This, in particular, between countries belonging to a geographically and culturally homogeneous region.

It was attended by 40 participants from Algeria, Egypt, Libya, Morocco, Tunisia and Malta, as well as 16 international experts.

The structure of the Seminar focused on several areas of interest for international co-operation in Criminal Justice, including: United Nations instruments, standards and norms; issues of transnational and organized crime, including money laundering; crimes against the environment; juvenile justice; restorative justice; foreigners in prisons; criminal justice information; and the role of research and research structures, such as criminological institutes. For each area, examples of international, regional and local projects involving countries of the Mediterranean region were presented.

A panel on international co-operation in criminal justice emphasized the importance of regional integration and co-operation,

but within the framework of a global approach to be further developed by the United Nations. Several forms of international co-operation were mentioned, including technical co-operation, training and legal assistance. The organizers agreed to explore follow-up activities based on the Seminar discussions, which should be concrete and of immediate effect.

Among the initiatives for international co-operation suggested by the Seminar, the creation of a network of international courts dealing with prominent forms of transnational crime was mentioned by the Maltese Minister of Justice. Furthermore, a proposal for a Workshop on transfer of foreign prisoners in the Mediterranean region was also made. The Workshop should discuss the problems in transfer of foreign prisoners and make recommendations for facilitating it.

Finally, several research and technical co-operation projects among those presented at the Seminar could be replicated in the countries participating in the Seminars and others from the Mediterranean region. In particular, it was suggested to explore the feasibility of carrying out the International Crime (Victim) Survey in Libya, Morocco, and Malta. Interest was also expressed towards research projects in the fields of organized crime and juvenile justice.

International Crime (Victim) Survey:

A fundamental requirement of a prevention-oriented approach to crime is the availability of extensive and reliable data, which unfortunately is not always to be found in either industrialised or, to an even greater extent, developing countries. Moreover, information that was available was based on official records produced by the criminal justice administration, and consequently

its way of dealing with crime known to the administration. Information on the "dark figure", citizens direct contact with crimes and criminal justice administration was not readily available. This situation promoted the initiation of the surveys of victims of crime.

A victimisation survey is an excellent tool for collecting information on citizens; first hand experiences with crime and their interaction, if any, with elements of the criminal justice system.

From their initiation, victim surveys were mainly confined to the developed countries, where their diffusion was relatively rapid, becoming more focused and regular, while their presence in the developing world was very meagre. The First International Survey (1989) covered 15 developed/industrialised countries, one Eastern European and only one developing country. The broader involvement of developing countries in the International Crime (Victim) Survey initiated by the Dutch Ministry of Justice in 1989 was perceived as essential. In this context, in 1991 UNICRI was pleased to join the International Crime (Victim) Survey, with the particular task of survey co-ordination in developing countries. The second (1992) survey, out of a total of 31 countries involved, included 13 developing countries and 7 Eastern Central European countries. The third sweep of the survey (1996) involved 13 developing countries and 15 countries in transition.

UNICRI's involvement in the survey in developing countries and countries in transition may be seen as a form of technical co-operation through research and training, also prioritised by the United Nations crime prevention and criminal justice programme. This model has proved to be a highly successful endeavour exemplifying UNICRI's integrated, multidisciplinary and multimodal approach.

The primary aim of the project was promotional and technical

assistance-oriented, that is to say, to assist a number of countries to develop and implement victimisation surveys as an important research and policy tool. Since this was the first time ever that the survey was carried out in the majority of participating developing countries and countries in transition, it was intended to introduce this tool and to highlight its research and policy potentials with the expected result that it would transform from the "one-shot experience" into a more regular and accepted research and policy endeavour, i.e. institution building in the gathering and analysis of data. Another important aspect of the project consisted in sensitising both the researchers and policy makers/criminal justice administrators to the significance, potentials and limits of the survey, and hence lead to more informed decision making in the management of the criminal justice system.

From the financial and support aspect, the IC(V)S presents pooling together of resources from the Dutch Ministry of Justice and Ministry of Foreign Affairs (the main sponsors), the Italian Ministry of the Interior, the British Home Office, the Canadian Department of Justice, the Finnish Institute for Legal Policy, and on the UN side, UNICRI, HEUNI and UNDP. In some participating countries local funding was also made available and support in kind was provided. This greatly helped the implementation of the project. Moreover, local financial contribution and support indicated an already important level of commitment. It should be highlighted that the Dutch Ministry of Justice and that of Foreign Affairs were the principle donors for a number of years starting from 1991 and continuing throughout 1996 and 1997

Despite this remarkable pool of sponsors, funds made available were not sufficient for a through preparation and supervision in all the countries involved. The experience gained is not new in a sense

that, without adequate funds, it is difficult to provide for the creation of conditions which in a certain sense guarantee the success of the project. However, local support and commitment is essential, a point to which we shall return below.

In terms of the technical co-operation culture, the IC(V)S involved the full participation of all countries in all phases of the project: from the conceptualisation and refinement of the main instrument through standard data collection and discussion of the results at the International Conference held in Rome in 1992. On the technical co-operation side, UNICRI involvement included: feasibility and training missions in a number of selected countries; identification of national structures in charge of the survey; organisation and evaluation of pilots; preparation of a manual for face-to-face interviewing and local sampling; on-going consultations as to the technical aspects of the project; assistance in data analysis and the preparation of final reports; publication of national reports and comparative analysis; presentation of the results of the survey at international fora, and making available data for further secondary analysis to interested governments and academic and professional organisations.

A number of critical issues were faced during the preparatory, implementation and presentation stages of the survey, some of which were of a technical, some of an organisational and some of a policy/political nature.

From the conceptual point of view, one of the major problems faced refers to the IC(V)S ability to match the assumption of universalism and standard methodology, on the one hand, and cultural and jurisdictional specificities, on the other. This problem is further complicated by the fact that the main instrument is being translated into some 50 languages. The assumption of universalism

and the main objective of the IC(V)S on the international level - that is, the creation of a comparable international data base on crime and criminal justice - tend to underplay cultural specificities. Since in most developing countries and countries in transition the IC(V)S was a first time ever exercise, there was a certain tension in matching the across the board requirements of the IC(V)S with specific country level requirements. To deal with this legitimate problem the following two approaches were pursued. First, national teams, after consultations with UNICRI and the International Working Group, agreed to keep the instrument in its entirety but additional questions of particular local concern were introduced. In addition, the process of translation allowed for cultural refinements without losing the general universal objectives. As a matter of fact, the adjustments adopted in the questionnaire were meant to ensure a high level of data comparability because they provided for the appropriate understanding of the concepts in view of the specific cultural/legal context of each locus under study. In some countries adjustments were made to the meaning of the concepts while in other were adjustments as to the objects of criminal acts (e.g. tricycle rather than bicycle) or specific forms of use of targets (e.g. cars given for use rather than owned by the household). Specific approaches had to be adopted in some countries in which seniority/gender divisions are deemed important. While in a number of industrialised western countries there is relatively easy access to the respondents, in some developing countries permission first had to be sought from a head of a household and then age and gender of the interviewer had to be matched to that of the respondent.

The second approach consists in further pursuing the technical co-operation objectives of the IC(V)S on a local level. This consists in promoting the development of local victim surveys that reflect

local situations and problems and are oriented towards local policy makers and administrators. In other words, the IC(V)S is seen as an instrument which, in addition to its own objectives at the international level, seeks to promote the crime (victim)survey on a local level as part of a regular crime and criminal justice information system as well as an important local policy analysis, evaluation and management tool and process.

A great deal of comparative experience, flexibility but also firmness in guidance and control over the quality are needed in matching the international and local level objectives of the IC(V)S. UNICRI feels that this has been achieved to a great extent although further improvements and new approaches in bringing in the value of cultural specificities and interpretation are needed. An innovative way to do this will be experimented soon through a combination of classical survey data collection and interpretation with that of the focus group.

On the organisational side, one of the main problems in some countries was a lack of local structures to organise and carry out the survey. While in all industrialised the IC(V)S was carried out by a central opinion poll company (INTERVIEW) which subcontracted local opinion poll companies, in all developing countries and countries in transition this was not possible at the time of the 1992

* It was, however, noted that in a number of Eastern & Central European countries, survey data on dark figures with particular reference to "latent crime" are perceived as an important tool in providing both for the public accountability of law enforcement as well as for reforms of police culture. In the past, research results on latent crime were exclusively the domain of top police management and were considered confidential information.

survey. For the 1996 sweep, in some countries which in the meantime gained professional experience with public surveys the IC(V)S is also being carried out by such companies. However, this has less of a technical co-operation value aimed at promoting local research and policy analysis capacities. In the previous sweeps, UNICRI contact either an already existing academic/research structure not only in terms of skills available but also in terms of costs. Such structures usually were able to rely on in kind services, for instance, students for data collection and computers for data analysis. With ad hoc structures not only was training a more complicated endeavour but the costs of the project were higher. The advantage of working with existing academic/research structures lies particularly in the opportunity to utilise the same structure either for future sweeps of the IC(V)S or for the development and administration of local surveys. Therefore, preference was given to working with existing academic/research structures. It should also be mentioned that the UN regional institutes, such as HEUNI, ILANUD and UNAFRI provided important assistance to the IC(V)S and UNICRI, particularly in terms of technical co-operation with countries from their respective regions.. For example, HEUNI provided financial, organisational and technical support to Estonia and Latvia; ILANUD undertook training and feasibility missions in some countries from the Latin American region as well as a translation of the questionnaire in Spanish; and UNAFRI assisted in identifying the local research structures or eminent experts that worked together with UNICRI in setting up ad hoc, survey teams. The involvement of the UN regional institutes proved to be of utmost importance, particularly in providing specific country-level technical co-operation assistance within the frame work of the IC(V)S.

Co-operation with the UN regional institutes and reliance on existing local academic/research structures is also linked with the policy value of the IC(V)S is not only concerned with collecting information about the dark figure of crime, the experience of citizens with crime and criminal justice (in particular the law enforcement and sentencing) but, equally important, with policy and management use of information* This is one of the crucial points in policy relevant technical co-operation. Therefore, one of the objectives of the IC(V)S is to make the information and analysis relevant for policy and management purposes. This requires the support, commitment and involvement of criminal justice administration in the survey itself. The experience varies but it can be generally claimed that, in countries in which the IC(V)S and the local/regional institutes were able to obtain support and commitment on the part of national/local criminal justice authorities, it was not only easier and less costly but also more effective at the policy level. Furthermore, it provided better changes for a country's participation in the future sweeps of the survey.

The involvement and support of the criminal justice administration is of particular importance for countries undergoing changes in criminal policy, crime prevention and criminal justice culture. The IC(V)S promoted crime prevention, community-oriented policing, democratic and accountable police culture and support to the victims of crime. In many countries these are still somewhat controversial issues and thus even more important are the involvement and support of criminal justice administration. The impact of the IC(V)S in terms of policy assessment and the promotion of community-based prevention and policing initiatives was substantial in countries in which the criminal justice administration

particularly appreciated those aspects of the project. However, this is not an automatic process; rather it presupposes contacts and discussions involving local policy and academic/research structures. This often depends on the "enlightenment" of a person at the Ministry and therefore is very much subject to changes in personnel. One of the future aims is to make it an institutional rather than personnel-dependent endeavour. This is a challenge that will require co-operation with all parties involved, and a degree of flexibility and support on the part of the international community. The IC(V)S is moving in the right direction and despite many obstacles each new sweep adds to its policy relevant technical co-operation value.

The IC(V)S has by now covered some 60 countries across the globe. Unfortunately, only two Arab Countries (Egypt and Tunisia) participated in the 1992 IC(V)S sweep. Therefore, the Arab region is the most underrepresented and it is hoped that, in future sweeps, there will be much greater participation.

Workshops and projects of the English and Ninth UN Congress ("Alternatives to Imprisonment" and "Environmental Crime")

In the Eighth Congress, the then ASSTC played the most important role in the preparations for the Research Workshop on Alternatives to Imprisonment, by hosting an expert meeting, and by nominating and supporting the regional contributor as well as the expert on "Diyya" For the Ninth Congress, the Arab regional expert (Tunisia) provided material for a case study for the Research Workshop on Environmental Protection at National and International Levels: Potentials and Limits of Criminal Justice.

**Technical Cooperation in the Field of Crime
Prevention and Criminal Justice in the Arab World**

By
*The United Nations Crime Prevention and
Criminal Justice Division*

CONTENTS

Part I: *Relevance of crime prevention and criminal justice to development, democracy and good governance:*

- 1) The importance of crime prevention and criminal justice to development
- 2) Democracy and good governance as pre-requisites for viable society and sustainable progress, peace and security
- 3) The need for international cooperation

Part II: *Technical assistance and cooperation in crime prevention and criminal justice: Addressing the needs of the Arab World:*

- 1) Technical assistance as a priority: a multilateral and result-oriented approach in the field of crime prevention and criminal justice
- 2) The role of the Crime Prevention and Criminal Justice Programme in providing technical assistance
- 3) The cooperation between the United Nations and the League of Arab States
- 4) Main priorities in crime prevention and criminal justice and possible fields of intervention in the Arab region
- 5) The need for closer co-operation and coordination of efforts among the UN family in the field of crime prevention and criminal justice
- 6) Modalities of access to UN technical assistance
- 7) Resource mobilization and funding sources

Part III: *Conclusions and recommendations:*

- 1) Framework for technical cooperation and assistance
- 2) Technical assistance action plan

Part I

Relevance of crime prevention and criminal justice to development, democracy and good governance

1) The relevance of crime prevention and criminal justice to development:

One of the goals set out in Art.55 of the UN Charter is the promotion of conditions of economic and social progress with a view to creating conditions of stability and well-being. Effective, efficient and fair criminal justice systems, based upon the rule of law, are essential to establishing and maintaining such conditions of social stability and peace.

The link between crime and development has been on the agenda of the United Nations congresses on the prevention of crime and the treatment of offenders for the last 20 years. It was one of the main agenda items of the Seventh United Nations Congress in 1985, where the Guiding Principles for Crime Prevention and Criminal Justice in the Context of Development and a New International Economic Order⁽¹⁾ were adopted.

In 1995, the Ninth United Nations Congress, in its resolution concerning recommendations on the four substantive topics of the Congress, took note of the important process of democratization, strengthening the rule of law and increasing transparency in States and recommended that the international community should sup-

(1) Seventh United Nations Congress on the Prevention of Crime and the Treatment of Offenders, Milan, 26 August - 6 September 1985: Report prepared by the Secretariate (United Nations publications, Sales No. E. 86.IV.1), Chap. I, sect. B.

port such efforts as part of its contribution to sustainable development.

As stated in the Secretary-General's report entitled "An Agenda for Development" (A/48/935), development has different dimensions. It takes place in a specific context and in response to specific social conditions. Peace and stability are fundamental elements of development. Because the enormous challenge of development cannot be undertaken by people whose every day thought is how to get enough to eat or recovery from sickness. In addition to the physical needs, democracy and a vigorous civil society are particularly vital in helping to ensure that government is sensitive to the societal costs of its policies.

As noted in the various reports submitted to the Commission on Crime Prevention and Criminal Justice⁽¹⁾ and in the most recent reports to the General Assembly, justice is the foundation upon which civil society and democracy rest and its promotion is an essential condition for social stability, building social trust, security, peace and long-term sustainable development.

There is no doubt, that long-term sustainable development requires an environment where the Rule of Law and respect for fundamental rights and freedoms prevail. Only a well-functioning, fair and efficient criminal justice system, which is based on legislation consistent with fundamental principles of justice and respect for basic human rights, as well as on an impartial judiciary can ensure such an environment.

(1) See E/CN.15/1994/6, E/CN.15/1995/6, E/CN.15/1996/8 and E/CN.15/1997/17, as well as A/50/432 and A/51/327.

2) Democracy and good governance as pre-requisites for viable society and sustainable progress, peace and security:

The importance of good governance and respect for the Rule of Law in guaranteeing sustainable development is generally recognized and is echoed in policy documents of the United Nations entities and relevant international organizations. In the Annex to resolution 46/152, the General Assembly emphasized that “democracy and a better quality of life can flourish only in a context of peace and security for all. Crime poses a threat to stability and to a safe enforcement. Crime prevention and criminal justice, with due regard to the observance of human rights, is thus a direct contribution to the maintenance of peace and security...” Therefore, improving and enhancing democracy and good governance are essential conditions for the success of any agenda or strategy for development. “Improving and enhancing governance is an essential condition for the success of any agenda or strategy for development. Governance may be the single most important development variable within the control of individual States.”

As stated by the Development Assistance Committee of the Organization for Economic Co-operation and Development (OCDE/GC(93)191), “the Rule of Law is an essential factor for the effective functioning of the society and the economy. This requires the creation of honest law enforcement agencies that effectively carry out court decisions, and a court administration that ensures that cases are dealt with expeditiously and at reasonable cost to the plaintiff. Apart from the injustice and inequity involved, inefficiencies in the legal system, such as lack of predictability, delays in handling court cases and lack of enforcement of law decisions, increase business costs, discourage investors and obstruct development.”

The decision to devote the resume 50th session of the General Assembly to the issue of public administration and development attests once again the importance of the relationship between effective public administration and sustainable development. The Department for Economic Affairs (formerly DDSMS) of the Secretariat has been providing support and expertise in public administration and finance to countries requiring assistance, as well as in promoting studies and projects aimed at curtailing corruption in developing countries and countries in transition.

In recent years, UNDP has been paying special attention in its policies to capacity development for effective governance as a priority means of supporting the goals of poverty eradication, environmental improvement, gender equity and sustainable livelihoods. Particularly relevant in the framework of UNDP efforts aimed at promoting and supporting good governance are the activities of the Regional Bureau for Europe and the Commonwealth of Independent States (CIS) in the implementation of a regional programme to support the strengthening of democracy, governance and participation.

The World Bank established at the beginning of the 1990s a world-wide task force to examine operational aspects of governance concerns. In this context it was recognized that good governance was central to creating and sustaining an environment, accountability and the fight against corruption, the misuse of resources and the reduction of efficiency of resource use, a proper legal framework and the respect for the Rule of Law, as well as information and transparency are considered as key dimensions of governance. Within its efforts to promote good governance, the World Bank has focused considerable attention and activities on judicial reform programmes in various regions of the world, in particular, Latin and Central America and Africa.

3) The need for international cooperation

Crime rates are currently increasing worldwide at about 5% annually. Reacting efficiently to this phenomenon is particularly difficult for developing countries and countries in transition which have been very often overtaken by rapid political and socio-economic changes. These countries have to address a dramatic increase in crime in the wake of social, political and economic restructuring. They are easy prey for criminals who use violence and fraud and who often possess technological means and know-how much more sophisticated than those available to the newly constituted authorities.

The criminal justice systems of developing countries usually struggle with limited resources and inadequately trained staff to deal with ordinary crimes, much less with complex and sophisticated new forms of crime. The weakened ability of developing countries or countries in transition to respond effectively to crime has led not only to an increase in “ordinary crime”, but also in other forms of modern crimes, such as environmental crime, white collar crime and organized crime. Moreover, the transnationalization of crime has exacerbated the problem. Lacking the necessary legal mechanisms and adequate infrastructure, these countries may risk becoming safe-heavens for criminal organizations.

The vacuum created by institutional breakdown and dwindling social controls allows organized crime to establish itself through the sale of drugs, arms, prostitution, and the diversion of badly needed aid away from its envisaged recipients. Even technical cooperation programmes are vulnerable to fraud.

International cooperation becomes more and more indispensable to solve international problems of an economic, social, cultural or humanitarian character and to promote the respect for human

rights and for fundamental freedoms for all. From an crime prevention and criminal justice perspective, the development of a stable infrastructure and the assurance of minimum requirements for well-being are preconditions for the success of a criminal justice policy.

Thus, the original focus of international cooperation on strengthening the economic and technical infrastructure of society has proved too narrow. The failure to incorporate crime prevention considerations in national planning has contributed by dysfunctional development, compounding inequities and precluding the enjoyment by all the people of the fruits of progress.

This is why crime prevention elements should be built into development assistance projects as an indispensable element. Preventive measures have to be instituted in good times, otherwise they may be unable to contain the progression of crime and that may create a repressive backlash. The urgency is very real. Not only for countries directly affected, but also because of the spill-over effect deriving from the internationalization of crime. The strengthening of criminal justice systems worldwide should therefore be considered as a long-term investment, for the benefit of both one's own as well as other's societies.

Part II

Technical Assistance and cooperation in crime prevention and criminal justice: assessment of available services

1) Technical assistance as a priority: a multilateral and result-oriented approach in the field of crime prevention and criminal justice

Raising the level of expertise and professionalism of the criminal justice system requires resources that are absent in many countries. The provision of technical assistance, training and advisory services in crime prevention and criminal justice has become one of the main activities of the United Nations Crime Prevention and Criminal Justice Programme.

International cooperation and technical assistance in its various forms, would help reduce the global effect of crime. This cooperation may include a large number of activities, such as assistance in updating obsolete criminal codes; drafting and reform legal provisions on specific issues; the development of the organization and work of criminal justice agencies, the organizations of key administrative agencies, such as ministries, police forces, judiciary and penitentiary institutions; the training of criminal justice personnel; improving the technical capacities of the countries; international legal assistance; the provision of protection and assistance to victims, and the organization of training and research.

Among its goals, technical cooperation in crime prevention and criminal justice should lead to the adoption of legal and strategic measures at the national levels, as well as the implementation of efficient regional cooperation mechanisms through the elaboration of judicial police cooperation agreements between States of a same

region and a constant exchange of information and experience in all crime-related fields. The promotion of existing international instruments and of a global crime prevention policy are equally decisive.

The advantages of multilateral assistance, especially when provided through the United Nations, are several. The United Nations provides a unique forum for raising public consciousness and for building the consensus needed for action. Based on its neutrality, the United Nations can develop special relationships of trust with countries and their people or economic objectives. In addition, the United Nations emphasizes country-driven programming of development assistance. Because of its universal presence, based on its network of country and regional offices, the United Nations can operate effectively at the country level. Finally, Member States require assistance based on the broadest possible experiences and viable options, so as to adapt successful solutions to their national legal, social and cultural circumstances. Such broad experience is generally not available at national level whenever bilateral assistance is given.

2) The role of the Crime Prevention and Criminal Justice Programme in providing technical assistance

The United Nations Crime Prevention and Criminal Justice Division is the central repository of international technical expertise in matters of crime prevention and criminal justice, criminal law reform and criminological sciences. The Division bears a primary responsibility within the United Nations system for facilitating and delivering technical cooperation in the criminal justice field and providing technical assistance and advisory services.

In 1991, Member States decided to strengthen the Crime Prevention and Criminal Justice Programme so as to become more operational in order to better meet the needs of Member States. One of the main goals, as formulated in the Ministerial Meeting on the Creation of an Effective United Nations Crime Prevention and Criminal Justice Programme held at Versailles, France, from 21 to 23 November 1991, is to provide the international community with technical assistance and advisory services for developing countries and countries in transition in accordance with the set of standards and norms elaborated by the United Nations over the years. Since then, technical assistance activities have steadily increased, due to the operational opportunities afforded by the interregional adviser posts and related funds. The fact that this expertise is repeatedly sought after attests, in part, to its usefulness.

In its resolutions 51/63 of 12 December 1996, the General Assembly reaffirmed the high priority attached to technical cooperation and advisory services in the field of crime prevention and criminal justice and stressed the need to continue to improve the operational activities of the Crime Prevention and Criminal Justice Programme in order to meet the needs of Member States, at their request, for support in crime prevention and criminal justice. The Programme offers a number of comparative advantages. Effective assistance is given under the authority of the United Nations, wherein the interests of all countries are carefully balanced. The Division can rely on professional expertise and experience accumulated over the last 40 years through the elaboration of a large number of international standards and norms in crime prevention and criminal justice. Member States expect the Programme to help promote and implement the goals agreed upon in such

international instruments. The increasing number of requests is proof of Member States' trust and confidence in the Programme. A network of institutes affiliated or associated with the Programme, including the Naif Arab Academy for Security Sciences, contributes in various ways to the implementation of the mandates given to the Division by providing scientific research and exchange of information and advisory services. Moreover, an extensive worldwide network of experts capable of delivering cost-effective technical assistance allows the Division to identify suitable experts for the specific need expressed by the requesting State.

The needs in the field of crime prevention and criminal justice, as expressed by Member States in various occasions, are many. Very often, developing countries face difficulties with the rapid political and socio-economic changes and the increasing sophistication of crime, and request assistance in the revision or formulation of legal provisions. Legal reform, including new penal and procedural codes ranks high on the list, as well as special legislation to deal with particular problems, such as corruption, organized crime, and money laundering.

The reinforcement of the Rule of Law and of democratic institutions has proved to be particularly helpful in situations where democracy has been restored or established only recently. It is no wonder, that some UNDP country programmes are beginning to include crime prevention and criminal justice reform, judicial training or, more generally, good governance and broader administrative reforms within their priorities.

The improvement of the system of governance and administration of justice, including the definition of the role and the professionalism of police forces and of judicial officers, is also a very

demanding and challenging task often requested by Member States. In this context, the importance of adequate training opportunities for human rights as well as in new investigation and prosecuting techniques, sentencing options etc. should not be underestimated, especially with respect to its multiplier effect. The more general need to improve the efficiency of the criminal justice system or of particular sectors, such as the correctional system, can be met through the computerization of the system and the establishment of databases and the use of statistics and surveys. Other needs expressed refer to the lack of equipment of all kinds and the capability of handling it. Many countries seek advice and assistance with mounting juvenile delinquency and the treatment of juvenile offenders.

Continuing a trend of the last few years, the number of technical assistance activities undertaken by the Crime Prevention and Criminal Justice Division, alone or jointly with other United Nations entities has steadily increased. In addition to those listed above they consist mainly of needs assessment and fact-finding missions; assistance in the planning and implementation of national criminal justice schemes; planning and implementation of specific projects; the organization of workshops, seminars and expert group meetings; development of curricula and training material; expert assistance and advisory services on substantive, legal and administrative issues, including alternative conflict resolution and the exchange and dissemination of information.

As a result, the Division has elaborated a noteworthy number of new project proposals. These projects include regional and national projects addressing different areas, such as institution-building, reform of penal legislation, police, correctional services and

juvenile justice, as well as measures against corruption, trafficking and money-laundering. In most cases, the projects are drafted on the basis of the results of a needs assessment mission, during which the Division works closely with the Government to evaluate the country's needs and existing capacities. An inventory of already existing bilateral and multilateral assistance is prepared by the Government, so as to coordinate efforts, avoid duplication and maximize the results of international cooperation. As a general tendency, it is possible to identify a trend in technical cooperation activities in the field of crime prevention and criminal justice towards either very specific issues, such as the establishment of a juvenile court or the elaboration of legal provisions against corruption, or global issues, such as the global administration of criminal justice, the restructuring of the police forces or of entire sections of the public administration in order to face the problems of fighting large-scale crime.

3) The co-operation between the United Nations and the League of Arab States in the field of crime prevention and criminal justice

The General Assembly has, in various occasions⁽¹⁾, recognized and stressed the need for closer cooperation between the United Nations system and the League of Arab States and its specialized organizations, and requested the respective Secretariats of the organizations to intensify further their cooperation in order to enhance their capacity to serve the mutual interests of the two organizations in the political, economic, social, humanitarian, cultural and administrative fields.

(1) See General Assembly resolutions 50/16 of 20 November 1995 and 51/20 of 19 November, 1997.

In the field of crime prevention and criminal justice, the United Nations have a long-standing co-operation with the League of Arab States, dating back to the joint initiatives sponsored by the League's Social Defence Organization. Effective collaboration has been established, over the years, both with the League's Council of Arab Ministers of Justice as well as with the Council of Arab Ministers of the Interior, especially in respect to the preparations for the Ninth United Nations Congress, held in Cairo in April/May 1995. The Council of Arab Ministers of Interior actively participated in the Ninth Congress Regional Preparatory Meeting for the Western Asia at Amman (20-24 March 1994) and attended the Ninth United Nations Congress, as well as various sessions of the Commission on Crime Prevention and Criminal Justice.

A particularly close working relationship has existed between the Crime Prevention and Criminal Justice Division, and the Naif Arab Academy For Security Sciences, since its establishment in 1980, particularly in the organization of joint seminars and other projects. Recognized also as an affiliated regional institute, the Academy is an integral part of the United Nations Crime Prevention and Criminal Justice Network of interregional, regional and sub-regional institutions world-wide, and, in previous years, hosted the annual coordination meetings of the Network at Riyadh, which facilitates joint planning and programming. The Academy also plays a lead role in the development of the Riyadh Guidelines for the Prevention of Juvenile Delinquency and other relevant United Nations standards.

In view of its long-standing concern with crime-related matters, the Arab League and the Naif Arab Academy For Security Sciences

(NAASS) can continue to play a leading role in promoting effective national policies and in strengthening regional and international co-operation in this field. Intensified action in the crime field, especially operational activities will make it possible to respond more fully to the requirements of countries of the region. However, the needs in the field of crime prevention and criminal justice are extensive. Wars, internal strife and conflicts have created additional exigencies and social disruption within the countries of the region, compounding “human distress”, which necessitate immediate action. Anomic conditions and refugee problems have criminogenic implications likely to add to the serious situation if preventive measures are not taken. Relevant project proposals for possible UNDP and UNOV assistance can usefully focus on this aspect, including both specific project proposals and appropriate elements in broader technical co-operation projects.

In this line, the General Meeting arrived at a number of significant decisions with a view to further consolidate collaboration between the United Nations system and the League of Arab States⁽¹⁾ The Crime Prevention and Criminal Justice Division agreed with the Arab Interior Ministries Council (AIMC) and the League of Arab States (LAS) to enhance their cooperation in different areas, such as technical assistance, organized crime, including drug related crimes and terrorism, crime prevention strategies and data collection, analysis and evaluation.

(1) See the Secretary-General's report to the General-Assembly, A/51/380 and the Final Document of the General Meeting between the United Nations system and the League of Arab States, held at Vienna, the 19-21 July, 1995.

4) Main priorities in crime prevention and criminal justice and possible fields of intervention in the Arab region

The experience gathered by the Crime Prevention and Criminal Justice Division over the years, could be of benefit for the Arab region. So far, the work of the Division is particularly focused on the following areas:

a) Transnational organized crime, corruption and money laundering

In order to take effective measures to combat serious transnational crime, the Division undertook needs assessment missions in various regions of the world. Different national project proposals were elaborated in response to the specific needs of the requesting country. Thus, in Angola, for instance, the prominent need consisted of building and strengthening the institutional capacity of the country to prevent and fight against organized criminal activities and corruption. In Kyrgyzstan, the project being now implemented aims at providing advisory services and training to the Government for the establishment of a special department at the Ministry of the Interior for the prevention and control of organized crime. The activities in this field also include the establishment of a central database for information on organized crime activities.

Organized crime and related activities are very often linked with the problem of corruption. With regard to this, the Division has been assisting requesting countries, for instance Romania, with the introduction of new legislation and enforcement techniques, including the establishment of a national commission against corruption to coordinate national policies on the issues. Training pro-

grammes, as well as the development of the country's capacity for the exchange of information and experiences, are envisaged.

In addition to the legal assistance provided with respect to organized crime, corruption and money laundering, the projects, such as one in the former Yugoslav Republic of Macedonia, also foresee the introduction of basic concepts of community policing and the provision of training activities to improve the skills of law enforcement officers in the prevention and control of these forms of criminality.

In this context, a closer cooperation between CPCJD and AIMC, including the assistance of other relevant organizations, could be established to prevent spread of organized crime activities, including terrorism, drug trafficking and drug-related crimes, such as money laundering, in the Arab region. The exchange of information on the activities, scope and means of organized criminal groups in the region would be very useful to this end.

b) Co-operation in capacity building

Large interventions are of particular importance where structures need to be rebuilt entirely, for example, in countries in transition and in newly emerging States. This is very often done in many different ways, such through expert assistance in the area required; material and financial assistance through either in kind donations or the donations of equipment, computers, books etc; the exchange of information and experience; by the organization of international seminars congresses or other meetings; research activities so as to assure reliable updated information and modern strategies to pre-

vent and control crime; training activities for criminal justice practitioners are becoming more and more a subject of international cooperation.

c) Mutual legal assistance and extradition

In the field of international cooperation in criminal matters, the Division has been providing assistance in the drafting and implementation of a regional convention on Mutual Assistance in Criminal Matters and on Extradition proceedings among the States of the ECOWAS-community. Once drafted, the Division assisted in the implementation of the Convention by means of training seminars for a large number of law enforcement officers of the adopting States.

d) Data collection, analysis and evaluation of statistics.

It is essential to improve the regional involvement of the various parties in collection and dissemination of crime-related data as a contribution to accountable criminal justice management and good governance. The establishment of international and regional databases, such as the United Nations surveys on crime trends and operations of the criminal justice systems, will provide the basis for decision-making. CPCJD could assist AIMC in developing a regional electronic database.

5) Technical assistance tools

While carrying out its mandates and providing technical cooperation and advisory services, the Division offers a large range of international instruments and practical tools, including best practices and model legislation. These technical assistance tools could be useful instruments for the Arab region in its fight against all forms of crime.

a) United Nations standards and norms in the field of crime prevention and criminal justice:

The Division relies on a number of internationally recognized and accepted standards and norms which have been elaborated by the United Nations as during the past 50 years in the process of standard setting, and in particular by the congresses on the prevention of crime and the treatment of offenders and during the various sessions of the Commission on Crime Prevention and Criminal Justice. Those standards and norms are recognized as constituting internationally accepted principles outlining desired practices in that field. In various countries, those standards and norms had been used in the formulation of national legislation in the field of crime prevention and criminal justice.

The Universal Declaration of Human Rights, and other norms, such as the Body of Principles for the Protection of All Persons under Any Form of Detention or Imprisonment, can be considered as milestones in the path towards a better administration of justice.

Particularly important, in this context, are the Basic Principles on the Independence of the Judiciary, the Basic Principles on the Role of Lawyers and of Prosecutors, the Code of Conduct for Law Enforcement Officials, as well as the Basic Principles on the Use of Force and Firearms by Law Enforcement Officials. Other norms and guidelines have been elaborated with regard to the offenders, such as the Basic Principles for the Treatment of Offenders, the United Nations Standard Minimum Rules for Non-custodial Measures, and the United Nations Standards Minimum Rules for the Administration of Juvenile Justice (The Beijing Rules) and the United Nations Guidelines for the Prevention of Juvenile Delinquency (The Riyadh Guidelines) have also proved to be very use-

ful. The Declaration of Basic Principles of Justice for Victims of Crime and Abuse of Power, as well as the Declaration on the Protection of All persons from Being Subjected to Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment are likely a tribute to the most weak and exposed figures within the criminal justice system.⁽¹⁾

b) International conventions

The application and implementation of international conventions sometimes poses problems to States, which request the expertise and advisory activities of the Crime Prevention and Criminal Justice Division. This has been the case with respect to regional conventions on particular issues, such as extradition, but also with regard to the implementation of the Convention on the Rights of the Child, and its translation into the daily practice of law enforcement officers.

The Commission on Crime Prevention and Criminal Justice is involved in the drafting of an international convention on organized transnational crime, in order to cope with the threats and emergencies posed by this particular form of criminal activity.

c) Model Treaties

The elaboration of model treaties has been very useful in the attempt to harmonize national legislation on particular issues and practices. Among the most important are the Model Treat

(1) See the Compendium of the United Nations Standards and Norms in Crime Prevention and Criminal Justice, United Nations publications, sales No.: E92.IV.1, New York, 1992.

on Extradition, the Model Treaty on Mutual Assistance in Criminal Matters, the Model Treaty on the Transfer of Proceedings in Criminal Matters, and the Model Treaty on the Transfer of Prisoners.

Model treaties are very useful as a basis for negotiation among states, wishing to define common rules and to regulate their practices and procedures on particular topics. This was, for example, the case when Member States of the ECOWAS-community in Western Africa adopted their two Conventions on Extradition and Mutual Legal Assistance in Criminal Matters. The Division is providing assistance to these countries in the implementation of the two Conventions and in the training of competent law enforcement personnel.

d) Model legislation

The experience gathered by the Division in the course of the years has indicated that the formulation of practical tools has become an essential element of any legal advisory service. This is why the Division is currently engaging in the elaboration of model legislation on particular topics. The basic idea of having model legislation while delivering legal assistance to States is not that of imposing a standardized view to any country, regardless their individual legal, traditional and cultural background but, on the contrary, to provide them with the best possible practices and strategies available. The model law would form a useful basis to start with the evaluation of the existing legislation and of the specific needs expressed by the country, and would be of substantial help when it comes to the formulation of the new legislation. As a result, every country would benefit from the high standard of the legal provision and techniques included in the model legislation and would adapt its own legislation to its needs and priorities.

The Division is so far working on model laws in the field of corruption, extradition, juvenile justice, mediation techniques and money laundering.

e) Training seminars, curricula and material

Training is an important means to bring about a change of attitude on the part of criminal justice practitioners. The mere installation of hardware or superficial training in new techniques will not secure the desired changes in operations without a prior change in attitude. This is why the Division has always tried to focus its attention on adequate and effective training activities, and to the development of practical orientated training curricula, manuals and basic course packages. This training can either be directed at the end-users, for example, police officials, prosecutors, judges or prison officers, or it can seek to have a multiplier effect by being directed at trainers, such as teachers at police colleges or at training facilities for prison staff.

6) The need for closer co-operation and coordination of efforts among the UN family in the field of crime prevention and criminal justice

If the Crime Prevention and Criminal Justice Programme is to engage in more ambitious service delivery to meet the expectations and aspirations of Member States, than it must have greater leverage and the capacity not only for one-time “pre-investment” mission, but also for larger ones requiring substantial resources and continuing support⁽¹⁾ To render effective aid, the programme deserves a recognized place in the mainstream of United Nations development

(1) See the Secretary-General's report to the General-Assembly, A/50/432.

assistance. This is particularly the case since activities and requirements, in this field, are very often interrelated to each other, necessitating a systematic approach among the different actors.

Thus, the need for co-ordinated actions and co-operation among the different UN agencies and organizations involved in crime prevention and criminal justice issues can not be underestimated. To assure the effective and efficient delivery of the highest standards of technical assistance to developing countries there must be same goals following from a joint strategy, uniform or standardized procedures, and compatible activities leading to “concerted action” An integrated approach would tackle the specific needs expressed by the countries in a larger context taking into account the kinds of assistance available and the further help to be provided, including both multilateral and international initiatives. In this context, the Crime Prevention and Criminal Justice Programme could play a significant role in promoting such an integrated approach, by developing specific assistance packages that could be financed by international funding agencies or interested donor countries, and by coordinating such aid. This could well be done in national development endeavours and in UNDP country programming exercises.

In line with this perspective, the General Assembly requested, in its resolution 49/158, the Secretary-General “to facilitate, as appropriate, the creation of joint initiatives and the joint formulation and implementation of technical assistance projects, benefiting developing countries and countries in transition, involving interested donor countries and funding agencies, particularly the United Nations Development Programme and the World Bank, with a view to establishing and maintaining efficient criminal justice systems as an essential component of development efforts”

a) The United Nations Development Programme

Since the new UNDP programming procedures and country execution arrangements have been oriented towards a more flexible resource allocation, new initiatives to make assistance more dynamic have been pursued. A broader range of issues, closely related to UNDP's principal goal of promoting sustainable human development, could therefore be tackled. Security, as an enabling environment for development, and of personal safety as an essential element of human well-being, has already been highlighted by UNDP in the Human Development Report of 1994. It has been acknowledged, that a people-centered approach to development is in large measure oriented to the creation of institutional capacities, a participatory civil society and human resources development.

In recent years, UNDP has been developing new areas of aid, including assistance in the reform of criminal codes and access to due process. Therefore, special attention has been paid to capacity development for effective governance as a priority means of supporting the goals of poverty eradication, environmental improvement, gender equity and sustainable livelihoods. Crime prevention and criminal justice reform and judicial training has been recently included in the country programmes of some countries in transition, such as the Baltic States.

This experience could profitably be used for the Arab region, which could benefit from such kind of co-operation in a similar way. Although the UNDP country programmes for the Arab States are diverse as they reflect the diverse development needs of the individual countries, the major thrust of UNDP's assistance in the region has already been focused mainly on national capacity building for development, for example by supporting human resources development, strengthening institutions and improving the enabling

environment through appropriate policy interventions. Social development and governance already figures among the common focus of the UNDP Regional Cooperation Framework and of the respective UNDP Country Cooperation Frameworks in the Arab States for the forthcoming years. In this regard, UNDP provided support to humanitarian emergency and Public Administration Rehabilitation Programmes in countries that have experienced internal conflict, such as Lebanon, Yemen, Somalia and Sudan.

In this context, crime prevention and criminal justice requirements could profitably be included at all stages of this dynamic approach to programming procedures, starting with the country strategy notes, through country profiles, the cooperation frameworks and the programme support documents, to the mid-term reviews and final evaluations. This would help to advance institution-building and good governance, as well as preventive and curative developments.

In particular, such integrated approach would better provide support to the Arab countries in the implementation of the recommendations of major United Nations conferences held since 1992, as well as to establish task forces or working groups to coordinate follow-up and assist countries in meeting the commitments they made in the programmes of action adopted by these conferences. For instance, such task force or working group could usefully be established within the Arab region so as to assure appropriate follow-up to the Global Action Plan adopted by the Naples Ministerial Conference and the decisions of the Cairo Congresses. This would be in line with the UNDP proposed shift to strategic interventions focusing on major development issues or themes, especially since this is pertinent to it in two major ways: by its very

content as a priority area of assistance, and as a means of ensuring the integrity of technical aid, including both, personnel security and quality control (for example, prevention of aid diversion through corruption and fraud).

In this sense, it would be of great value, if the special UNDP fund set up to help Governments to identify their countries' real needs, select priority sectors, formulate framework programmes and coordinate external assistance, will be also available for crime prevention and criminal justice activities, and if this area of concern and relevant expertise would be included in the projected training activities and in the multi-disciplinary, multi sectorial teams. As an example, in reconstruction and rehabilitation efforts, the provision of an appropriate legal framework and the development of crime prevention and criminal justice capacities would help reducing and mitigating emerging development crises deriving from the rapidly changing socio-economic environment. Crime related exigencies should therefore rank high on the list of priority interventions.

The crime prevention and criminal justice programme, including its network of institutes, such as the NAASS, could usefully be included in the new combined promotional and operational activities, such as the replication of successful innovative projects, the promotion of joint strategies to deal with specific problems, mobilization of support and resources, including triangular cooperative arrangements.

However, as the UNDP basic needs questionnaire does not include crime prevention and criminal justice, and governments and other entities, including national planning offices charged with formalizing technical cooperation projects are often unaware that this United Nations Programme exists, the potential contribution of the crime prevention and criminal justice programme's is unlikely to

be included in the country programmes, with their competing priorities. A clearer identity, a higher profile of this sector, and more information on the United Nations assistance possibilities in this field are needed to correct this lacuna. The sector also needs to be integrated into national and international technical cooperation planning.

b) The world Bank and other Bretton Wood institutions

Other international funding agencies, such as the World Bank and the International Development Bank (IDA), have been called upon repeatedly to provide support for efforts related to crime prevention and criminal justice. The Bank has long been concerned about corruption. The pernicious effect of transnational organized and economic crime, including money-laundering, and the world's financial health and investment climate makes a concerted response long overdue. The Bank and other Bretton Wood institutions, together with all relevant United Nations entities, have not only the possibility, but also mandated task, of supporting this effort. Since a specific United Nations programme in this field already exist, rather than starting a new one, they can profitably joint forces to strengthen international capabilities in this respect.

In this sense, a pilot project in the Arab region, involving the World Bank, other relevant regional and international institutions and the United Nations, and ranging from the fight against corruption to the more sophisticated economic and financial crimes, would not only be of benefit for the Arab countries, but also of great importance for the entire international community, since it would emerge as a precursor for further joint activities in other regions.

7) Modalities of access to UN technical assistance

The Programme is expected, in accordance with the Statement of Principles and Programme of Action of the United Nations Crime

Prevention and Criminal Justice Programme (GA resolution 46/152, annex), to provide countries with timely and practical assistance in dealing with problems of both national and transnational crime. Technical assistance, including advisory services, particularly in respect of the planning, implementation and evaluation of crime prevention and criminal justice programmes, training and the use of modern communication and information techniques might be implemented by means of, for example, fellowships, study tours, consultancies, secondments, courses, seminars, demonstration and pilot projects. Recipients are to be developing countries with special emphasis on least developed countries (LDC), countries in transition, countries in post-conflict situation and countries with peace-keeping or peace-making operations of the United Nations.

The following is the procedure to follow in order to request the assistance of the Crime Prevention and Criminal Justice Division. There are two routes. One way is for a minister or deputy minister of a national government to write directly to the Director of the Division indicating the nature of the need for technical assistance. The other way is for the initial approach to be made through another component of the United Nations family: UNDP (mainly through its country offices; UNDCP (particularly in areas of joint mandates or interest); occasionally DEA, and sometimes UNCHR. The Division has also received requests from DPKO (Department for Peace-Keeping Operations) or one of the Secretary-General's special representatives to contribute to the component of a mission dealing with the rebuilding or the strengthening of the criminal system. Donor countries have as well asked the Programme to lend its expertise to address a technical assistance need that they have already identified.

It is clear on the basis of requests received by the Division

from developing countries and countries with economies in transition that they have a large number of needs for technical assistance in the field of building or reforming their crime prevention and criminal justice systems. Invariably, because of a lack of funds, government agencies responsible for crime prevention and criminal justice are often understaffed and lack both modern training and equipment. In addition, there are few opportunities to exchange experiences either by receiving experts from other countries or traveling abroad to study what is being done elsewhere. Further, assistance provided bilaterally may not be fully satisfactory, either because the needs are very widespread or because of its limited focus or because of political considerations and pressures.

At present, technical cooperation in crime prevention and criminal justice focuses primarily on the transfer of knowledge and expertise between countries and across legal systems. In some cases, the goal of assistance is a fundamental change in attitude rather than more immediate requirements. Attitudinal change is a difficult and long-term process requiring sustained effort over time. Few present technical cooperation initiatives are characterized by such long-term sustainability. In other cases, the goal is the reorganization of a major department of government to meet new challenges such as the growth of organized crime or money laundering. There is also an acute need for new training programmes, for instance with respect to corrections, community policing and human rights in the administration of justice. In the new multi-party democracies, new public policy planning and management skills which are appropriate to the new government structures and processes are required. Occasionally, there is need for modern equipment. For example, many police forces in countries with economies in transition find themselves at a disadvantage as organized criminal groups possess far better transport and communications.

New equipment must invariably be accompanied with necessary training.

The Division through its interregional advisors and other professionals seeks to do all it can be meet at least the most urgent needs of Member States. As a far step in responding to a request for assistance, a needs assessment mission consisting of one of the interregional advisors alone or with one of the Division's professionals and/or an outside expert is fielded to the requesting country. Working very closely with the host government, the mission seeks to evaluate what the country's needs (both those initially identified as well as other) and assess the existing capacities of the various components of the government to meet such needs. Where the problem is one of a lack of internal co-ordination among various government agencies, recommendations are made to correct the situation. Specific equipment, training, and skills deficits are identified. Each mission then makes an inventory of what individual international donors are already providing the host government by way of multilateral and bilateral assistance in this area.

After assessing what is already being provided, the mission formulates a report which provides a basis of further discussions with the host government, the local United Nations Development Programme Office and, where it exists the local UNDCP Office, and international donors. If many needs are identified, the host government is asked to set priorities. On the basis of these reports, a draft project document is prepared for discussion with possible interested parties. The draft documents are sent to the local UNDP Office and it is asked whether it wishes to either make a contribution to the project. If interested, the local UNDP Office will often also contact the country offices of international donors to see whether they may be interested in contributing from their country budgets.

Once priorities have been identified and all expressions of interest have been received, a second mission is fielded whose purpose is to formulate a project document. Such document is a detailed description of the objectives, outputs (goals) which the project will achieve, the inputs required to achieve them, the activities which will be undertaken to meet them and the risks involved. The project document also sets out who is responsible for meeting each objective, producing each output and undertaking each activity and sets out the timetable for doing so. It is, in fact, a detailed contract between all the interested parties and provision is made for evaluation and financial auditing.

Once the necessary funding has been obtained, the project document is signed by all the parties and execution of the project begins. It continues according to the terms of the project document until all the results foreseen have obtained. Reports are made periodically and progress evaluated annually and at the end of the project.

8) Resource mobilization and funding sources

In addition to technical cooperation activities funded by the regular budget of the United Nations, direct assistance to the Crime Prevention and Criminal Justice Programme can be provided in various ways by potential donors, including financial contributions to the Crime Prevention and Criminal Justice Fund, non-reimbursable loans, participation in the United Nations Associate Expert Programme and the Internship Programme of the United Nations Office at Vienna, as well as other modalities.

In particular, the contribution provided to Crime Prevention and Criminal Justice Fund can be used to establish posts and to recruit staff to undertake both operational or regular Programme activities; to recruit consultants or to cover expenses for particular items,

such as the preparation and hosting of training seminars, expert group meetings and other conferences, or the preparation and production of training material and other publications. Advisory services and the provision of equipment for operation activities can also be financed through this Fund. Many governments have also made in-kind contributions of expertise, facilities or publications.

The Naif Arab Academy For Security Sciences (NAASS) and the Arab Interior Ministers Council (AIMC) could support such activities and mobilizing resources from the region for joint technical assistance projects, inter alia through contributions in cash to the Crime Prevention and Criminal Justice Fund, in kind contributions (for instance through a regional adviser) and other appropriate measures. Technical assistance to Member States in the area of crime prevention and criminal justice would be carried out by the United Nations and the League of Arab States on close cooperation with the NAASS. According to the agreement, the AIMC would undertake to mobilize support from the region to the Division for technical assistance activities.

Part III

Conclusions: Framework for technical cooperation in the field of crime prevention and criminal justice in the Arab World

*Perspective for future cooperation in this field: ideas for an
action plan*

a) General comments:

Although there has been a long-standing relationship between the Naif Arab Academy and the Crime Prevention and Criminal Justice Programme, the United Nations family's experience in the field of legal and judicial co-operation related to crime prevention

and criminal justice in the Arab World is relatively new. That is why this conference is so welcome by the United Nations.

In formulating a framework for technical co-operation in crime prevention and criminal justice in the Arab Region, some factors must be taken into consideration in effective delivery of legal and judicial co-operation activities:

- * strengthening the rule of law and reforming criminal justice systems are difficult unless they reflect the local needs and priorities of the beneficent country. This is particularly true for the Arab world. These processes are often very complex and require many changes. Political leaders and established organizations (such as the NAASS, the LAS, the Islamic Conference as well as actors at the local level) must support the recommendations provided through the international cooperation. All activities must meet clearly identified needs and reflect broad-based consensus.
- * Activities in the area of crime prevention and criminal justice raise very sensitive political issues. A consultative approach that give local stakeholders a central role in all programming phases must be adopted. It must be clear, that the promotion of the Rule of Law is the responsibility of recipient countries. It is up to them to select activities and to define solutions that are appropriate to each situation.
- * Special attention must be given to the political, social, economic and cultural environments of the countries in which technical assistance is provided. Although the CPCJD possesses relevant expertise in this field, it must adapt this expertise to the specific and cultural environment of each country and region in the interest of effectiveness and sustainability.

- * Technical assistance in the field of crime prevention and criminal justice must help to build local capacities. This means giving people and institutions the means to identify their problems and to overcome them in a sustainable manner. Therefore, building institutions and training staff are two processes that are essential to capacity building.
- * It is very important to co-ordinate activities carried out by CPCJD with other entities and international organizations, to avoid competition, duplication of resources. Co-ordination allows to harmonize the policies and programs of all so as to pursue the same objectives.

b) Possible action plan:

At the regional level:

- a) At this conference, to assess the needs and problems related to crime prevention and criminal justice within the region.
- b) Identify (regional) strategies against the most serious forms of crime such as action plans, conventions, model treaties, model legislations.
- c) Promote regional projects on topics of common concern:
 - corruption
 - organized crime
 - mutual legal assistance and extradition
 - trafficking (drugs, human beings, arms, etc.)
 - money laundering
 - terrorism
 - juvenile justice

aiming at

- the exchange of information and experience among States
 - the establishment of focal points and of (independent) bodies at the regional level
 - the progressive harmonization of legal and technical instrument to fight against various forms of (transnational) crimes through the adoption of modern legislation, the identification of common definitions of offences, the harmonization of investigative techniques, judicial structures, etc.
- d) Establish a focal point within the region (such as the Naif Academy) with which the Division could cooperate in the implementation of international cooperation and technical assistance projects.
- e) Create effective measures to ensure the availability of sufficient resources for technical assistance activities by, for instance, the establishment of a regional group on resource mobilization or by providing the focal point with a specific technical assistance fund that would enable it to assist the Division in implementing technical assistance projects in the Arab region.

At the level, with the assistance of CPCJD and of other relevant institutions,

- a) review the national legislation (constitution, criminal code, procedural code, penitentiary laws, organization of police

forces etc.) and its practical implementation with regard to the entire criminal justice system, as well as specific key areas, in view of their conformity with the international agreed standards and norms in the field of crime prevention, criminal justice and human rights.

b) identify the needs and problems

c) offering assistance for

- legislative reforms in specific areas etc. (with model legislation etc.)
- practical oriented training seminars for law enforcement officials
- analysis and improving the judicial structures (independence of the judiciary of the lawyers and prosecutors as prerequisite for the administration of justice), the effectiveness of the organization of the courts etc.
- transfer of modern know-how on newest trends of organized transnational crime, investigation techniques, etc.
- specific measures and mechanisms to enhance effectiveness of the criminal justice system, through procedural accelerations, incentives for collaborations of offenders and witnesses with the criminal justice system, etc and substantive questions related to the gathering of evidence and proof etc.
- informatization of prison administration and of the criminal justice system, including the possibility of providing adequate equipment and training facilities.

**The Role of UNDP in
Crime Prevention and Criminal Justice**

By

Dr. Yves de San

United Nations Development Programme (UNDP)

Resident Representative, Riyadh

The Role of UNDP in Crime Prevention and Criminal Justice

Mr. Chairman

My fellow Colleagues

Ladies and Gentlemen

It is my great privilege to be with you and extend to all of you the greetings of Mr. James Gustave Speth, the Administrator of the United Nations Development Programme, and his wishes of success for this Conference. Also, I would like to extend the wishes and support of Mr. Fawaz Fokelade, the UNDP Assistant Administrator and the Director of the Regional Bureau for Arab States. I am so pleased to be among you and represent my organisation at this important Conference.

As you all know, UNDP has a long history of technical co-operation throughout the world, particularly in developing and under developed countries, through a large network of 135 field offices. Throughout the years, UNDP was, and still is, able to further enhance and adjust its technical co-operation programme to the emerging global, regional and national changes, needs and to priorities of its member countries, in order to promote social and economic development and to enhance the well-being and prosperity of humankind.

The past two decades, the world has experienced a period of unprecedented and dramatic trends of changes in economic, political and social systems as well as developmental conditions. Within a historical perspective, these are certainly exciting and contradictory times. Never before have we witnessed significant reductions in military expenditures; never before have we seen the intentions of

a larger number of governments to create national and regional development reforms and establish inter-regional co-operation programmes; never before have we had such efficient variety of global tools for communication and information technology; never before have we generated international, regional and national responsiveness towards the environmental issues and concerns; never before have we generated international, regional, and national responsiveness towards the environmental issues and concerns; never before have we reached the current levels of slow, but steady, progress in human development aspects in all nations; never before have we reached the current levels of urbanisation, making the next century the first "urban century" of human history.

The next century will begin in a world fundamentally different from that of the early 20th Century; the recent demise of the Soviet Union and the emergence of a new international geopolitical configuration, globalization trends, the recent series of global UN Conferences outlining new international agreements, the formation of new economic blocks, the rise of governance concerns in the political agenda of most countries are some of these new elements contributing to shape the history of civilisation.

Since the early 90s, UNDP has responded to the changing demands of our member countries to put people at the centre of development objectives. We have increasingly advocated the concept of sustainable human development that is, above all, people-centred development. It is human-centered-placing human being, and their future generations, as the ends and the means of development. It meets their basic needs, including the need of attain self-reliance and enlarges their opportunities to live a long and healthy life, to be educated, to be protected against social wrong doings and to have the resources needed for a decent standard of living. It advances the role of "all" people in the development

process rather than discriminates against them. SHD aims at providing an enabling environment in which all human being lead secured and creative lives. SHD is directed towards protecting against the violation of human dignity and promoting equitable opportunities for all.

Such development can not occur in a political vacuum. It depends on good governance and the empowerment of the many communities in civil society to be active participants in the development processes that affect their lives. The challenge for all societies is to create a system of governance that promotes, supports and sustains human development-especially for the poorest and most marginalized.

Good governance is about inclusion, trust, accomodation and tolerance: broadening the scope of the people's choices in this sense is one of the pillars of good goverance. The organisation's commitment to development is inherent in its commitment to "promote respect for the principle of well-being of peoples". Good governance is the one that can secure and sustain human development as a goal to be attained rather than a strick model to be copied, and, in this sense, can take many forms, depending foremost on the characteristics and circumstances of cultures and societies. How can we achieve development of the people in the absence of good governance?

If social development is to take hold, human dignity, prosperity and security must be guaranteed. Justice is therefore a foundation upon which good governance and development lie: it is an essential condition for social stability, building social trust, security, peace and long-term sustainable development. Sustainable development requires that people can rely on security and predictability in their social, political and economic relations and the protection of their human dignities.

For these reasons, UNDP has increasingly focused its attention on providing support in the area of promoting development and justice. UNDP's policy paper on governance outlines governance institutions as a key area of support, including the judiciary, social organisations, and civil police. Our work in this area has increased significantly over the past few years, in response to increasing requests from our member countries for assistance.

Independent judiciaries uphold the rule of law, bringing security and predictability to social and economic relations and ensuring the protection of civil rights. The bulk of UNDP support for the judiciary has been in providing technical support for the establishment of judicial procedures and laws, offices of ombudsmen, and building the capabilities of social institutions. There is a recognition that development efforts are not sustainable in a context where the rule of law does not exist. Thus, many of the projects in this area focus on increasing the efficiency and independence of the legal system and the development of legal instruments to enshrine economic, social, cultural, civil rights.

One example of our work in this field is in Peru, where the institutional inefficiency that characterised the judiciary constitutes one of the most important constraints for sustainable human development. UNDP assistance was provided to improve the structure, organisation, and administration of the court system, and to train judges, magistrates, court personnel, and lawyers. A further example is in Nicaragua where, following the civil war, UNDP supported efforts to increase access to the judicial system through the development of subordinate court systems and removing legal barriers to ensure the full participation of people, minorities, and civil society institutions.

One of the biggest challenges faced by UNDP in this relatively new area of technical co-operation was in Rwanda following the 1994 genocide. As a result of the 1994 events, Rwanda's judicial system and prisons were overwhelmed, and UNDP assistance was requested to improve the capacity of the country's justice system to address the legal ramifications of the genocide. Support was provided to build or expand penitentiary infrastructures and, parallel to this, assistance was provided to the justice sector to help train a core of qualified judicial professionals to prepare for the trials of persons suspected, of taking part in the 1994 genocide; to rehabilitate tribunals, courts and prosecutors; offices; to provide financial incentives to encourage judicial personnel to work on genocide cases; to increase the efficiency and training of judicial police; and to improve the technical capacity of the Ministry of Justice.

Another area of relevance to our discussions today is UNDP's work in the area of access to and utilization of resources. The perceived weaknesses in this respect have severely adverse impacts on the credibility of relevant institutions. Developing and implementing strategies in this field is an integral part of ensuring accountability. Inadequate resource management, be it in the public or private sectors, result in the misuse and inadequate management of natural and human resources that greatly affect the entire economy and social development. It is of the interest of UNDP to assist government and non-government institutions to develop and adopt strategies and mechanisms to help introduce improved systems in this regard.

In addition to the promotion of good governance, UNDP is currently working increasingly in the fields of poverty eradication and the creation of employment opportunities. With the promotion of SHD, these two issues are essential ingredients for the prevention

of crime because they provide financial and social security to the people. Also, within the context of UNDP themes, environment protection has become the focus of concern, for the entire United Nations Family, not only from the economic and ecological points of view, but from the national and regional security perspective, as natural resources are becoming a target for warfare as well as criminal activities.

Finally, I would like to express the interest of the United Nations Development Programme in working jointly with the governments of the member states of Naif Arab Academy for Security Sciences in their efforts to address the issues of crime prevention and criminal justice. Through the technical co-operation programmes, the UNDP field offices in the Arab region stand ready to join forces with the specialised UN Agencies to collaborate with NAASS and its member countries in the implementation of the results and recommendations of this meeting. In this respect and on the basis of the results of this event, UNDP is considering to field a mission to the region in order to identify concrete areas of technical co-operation, in the field of crime prevention and criminal justice, between our Organisation, NAASS and Arab States. This action is being considered, as post Conference activity, to assist the Arab States to make the results of the Conference a reality, in areas of common interest.

We are all looking forward to the implementation and actualisation of the recommendations of this major and important event.

Thank you Mr. Chairman.

**Activities of the United Nations International
Drug Control Programme**

By

Vincent DelBuono

The United Nations International Drug Control Programme

Activities of the United Nations International Drug Control Programme

General

UNDCP has maintained active dialogue with all countries in the Middle East and North Africa. UNDCP also held two demand reduction forums for the region one for North Africa in 1996 in Tunisia, and one for the Middle East in 1997 in Abu Dhabi. In many of the countries UNDCP has carried out operations some of which have been completed and others are on-going. Completed and on-going UNDCP's activities in the region have amounted to US\$ 14.9 Million. New activities are being planned.

UNDCP's dialogue with the countries of the region is expected to be intensified following the establishment of a UNDCP Regional Office in Cairo in Mid, 1997. The proximity of the Cairo Office coupled with its broad mandate will bring about closer collaboration between the region and the various bilateral, regional, and international agencies involved in drug control matters. A brainstorming session was recently held by UNDCP during which the drug situation in the region was reviewed and the future role of the Programme in the area was discussed. The Cairo Regional Office will follow up on the outcome of the session with the governments of the region as well as with the other players to ensure maximum benefits for the countries of the region.

Below please find details on UNDCP's activities in the region by country and a summary table on the operations in the countries.

UNCDP Activities by Country:

North Africa

Egypt:

UNDCP has been providing assistance to the law enforcement efforts of the Anti Narcotic General Administration (ANGA) since 1979. This assistance which has so far totalled about US\$ 4.5 Million, was completed in 1996. Currently UNDCP has only one on-going operation in support of the Ministry of Health in the area of Demand Reduction: Preventive Education, Treatment and Rehabilitation of Drug Abusers and Control of Illicit Drugs and Psychotropic Medicines (US\$ 510,000).

Morocco:

In Morocco UNDCP had one operation: Pilot Crop Substitution Project, US\$ 2.6 Million and was completed in 1993. Moreover, in May 1997 the Executive Director visited Morocco and had a very useful discussions with senior government officials. UNDCP, in co-operation with the EC and other major donors, is to begin a dialogue with the Government concerning future collaboration.

Algeria and Tunisia:

UNDCP is supporting two on-going operations. They are: Training of selected Law Enforcement Officers in Algeria (US\$ 20,000) and Assistance in Control of Drug Traffic in Tunisia US\$ 276,000. In addition, UNDCP held a Demand Reduction Forum on North Africa in Tunisia during 1-5 July 1996 which brought it together with the North African countries as a group.

Libya and Sudan:

Currently UNDCP has no operations in Libya and Sudan. Sudan has requested UNDCP's assistance and its request is currently under consideration. There has been no request from Libya so far.

Middle East

Lebanon:

UNDCP completed three operations amounting to US\$ 4.0 Million and currently it has only one on-going: Second Phase of Baalebeck-El Hermmel Regional Development Project US\$ 1.2 Million. A second operation: Second Phase of Multi-sectoral Assistance Project, is being contemplated.

Palestine:

UNDCP has one on-going operation: Multi-sectoral Assistance Project US\$ 720,000.

Syria & Yemen:

UNDCP had completed an operation in Syria in 1995: Legal and Law Enforcement Assistance (US\$ 141,000) and currently has none. The same situation applied to Yemen, where one operation: Legal and Drug Law Enforcement Assistance (US\$ 203,000) was completed in 1996.

Jordan:

UNDCP provided assistance to Jordan from 1986 to 1991 amounting to US\$ 1.7 Million but since 1992 there has been none. UNDCP is contemplating some assistance to Jordan in money laundering with EC support.

Isreal:

UNDCP has no operation in Isreal, but it uses Isreal's technical expertise in its operations in central Asia.

Saudi Arabia:

Saudi Arabia and UNDCP began a dialogue on possible collaboration. During the discussion, the government demonstrated strong commitment to the fight against illicit drugs and to the need to join forces with UNDCP and the rest of the UN system in this regard. In co-ordination with UNDP Riyadh, the Cairo office is following up on initial dialogue for the purpose of developing a programme of collaboration.

UAE:

In March 1997 the UAE hosted the Demand Reduction Forum for the Middle East and requested UNDCP's assistance. Since then UAE has been in close contact and in dialogue with the Cairo Office concerning future co-operation. a programme of co-operation is to be worked out.

Qatar Bahrain and Oman:

UNDCP started a dialogue with Qatar, Bahrain, and Oman during which they requested collaboration with UNDCP. The Cairo office is following up with these countries in order to work out a programme of co-operation.

Kuwait:

UNDCP also initiated contacts with Kuwait to explore possibilities of future co-operation. The Cairo Office is following up on these contacts.

***UNDCP completed and On-going Projects in the Middle
East & North Africa Region***

Country	Name of Operation	UNDCP's US\$ Contribution	Status
LEBANON	Multi-Sectoral Drug Control Assistance Project (LEB/841)	240,000	Completed 1995
Project 2 Phase 1	Multi-Sectoral Drug Control Assistance Project (LEB/763)	1,300,000	Completed 1996
Phase 2	"		Planned
Project 3 Phase 1	Integrated Area Development of Ballbeck-Hermmel-First phase (Leb/B99)	3,00,000	Completed 1997
Phase 2	"	1,200,000	on-going
YEMEN	Legal and Drug Law Enforcement Assistance (AD/YEM/93/762)	203,600	Completed 1996
SYRIA	Legal Drug Law Enforcement Assistance Project (SYR/762)	141,250	Completed 1995
JORDAN	Drug Law Enforcement Assistance	1,700,000	Completed 1991
PALESTINE	Multi-Sectoral Drug Control Assistance to Palestine Authority (AD/Pal/96/Bu6)	717,000	on-going
MIDDLE EAST		6,961,850	

ALGERIA	Training of Selected Law Enforcement Officers (AD/AGL/97/C48)	19,500	on-going
TUNISIA	Assistance in Control of Drug Traffic (AD/TUN/90/617)	276,000	on-going
MOROCCO	Pilot Crop Substitution Project (AD/MOR/88/530)	2,600,000	Completed 1993
EGYPT	Preventive Education, Treatment & Rehabilitation of Drug Abusers and Control of Illicit Drugs and Psychotropic Medicines. (AD/EGY/96/751)	509,400	on-going
	Support to Anti Narcotic General Administration (ANGA)	565,000	1985
		520,000	1987
		250,000	1989
		909,750	1990
		1,200,000	1993
		1,081,184	1996
	Total for Egypt	5,035,334	
	NORTH AFRICA		7,930,834
MIDDLE EAST & NORTH AFRICA		14,892,688	

**Activities of The United Nations African Institute
for the Prevention of Crime and the Treatment of
Offenders (UNAFRI)**

By
Isam Al-Rashid Abu Jidairi
Director,
The United Nations African Institute for the
Prevention of Crime and the Treatment of Offenders
(UNAFRI)

*Activities of the United Nations African Institute for the
Prevention of Crime and the Treatment of Offenders
(UNAFRI)*

Excellencies,
Distinguished participants,
Ladies and Gentlemen,

I am deeply honoured by the invitation to address this international conference and wish to express my gratitude to Naif Arab Academy for Security Sciences and its President, Prof. Dr. Abdulaziz Sagr Al-Ghamdi, for extending the invitation and for the generous hospitality. I would also like to express my sincere congratulations to the organizers for the truly commendable initiative of convening this impressive group of policy makers and practitioners to discuss the effective means and ways to meet the needs of Arab States for Technical Assistance in the field of Crime Prevention and Criminal Justice.

I am addressing this meeting as Director of the United Nations African Institute for the Prevention of Crime and the Treatment of Offenders (UNAFRI), which is a regional organization based in Kampala, Uganda, to serve the needs of the African continent in the field of crime prevention and criminal justice. The Institute, established in 1990, has proved to be a useful mechanism in the African region, for promoting the active cooperation of governments, academic institutions and experts in the field in responding to the crime problem.

Membership to UNAFRI is open to all member States of the United Nations Economic Commission for Africa (UNECA). As of now, of the fifty four potential member States, 27 had acceded

to the Statute of the Institute, representing all the sub-regional and linguistic areas of the continent. Members of the Arab League, who are also member States of UNAFRI are: Egypt, Libya, Morocco, Somalia, Sudan and Tunisia.

The main objectives of the Institute are:

- a) Designing and conducting training programmes for different categories and levels of criminal justice and related personnel;
- b) Undertaking policy-oriented studies and research and assisting in the development of information and data-bank on crime and crime prevention;
- c) Promoting collaboration among governments in the region in the formulation of common policies, standardization and the exchange of information and experience on crime and related issues;
- d) Providing advisory services and/or assistance to African States, upon their own request.

The clientele of UNAFRI are basically and largely African governments, particularly the personnel working in the areas of crime and delinquency prevention and control and offender correction policy makers and top administrators in the field of criminal justice administration. In most African countries, the personnel concerned are within Ministries of Justice, Interior, Social Welfare and Planning.

The Institute's administrative and operational programme costs are the responsibility of its signed-up member States, through assessed annual contributions. However, considering the precarious financial position of the Institute, and the slow payment of member

States contributions, the United Nations provides a small annual grant to cover some of the administrative costs of the Institute. It is worth mentioning that the operational activities, for the initial four-year period, were funded by UNDP.

Since it became operational in 1991, the Institute has executed a number of training seminars and workshops for both senior-level decision-makers and middle-level managers in the crime prevention and criminal justice field. Participants in these training activities (where great importance is placed on training the trainers in order to ensure multiplier effect) have come from practically every country in the region.

On the research side, the Institute's activities have so far included the identification, analysis and publication of trends and patterns of criminality in addition to a number of policy-action-oriented studies on topical problems in the field.

Within the two areas of training and research, let me give here one or two examples of projects (either being implemented or planned), through which UNAFRI is seeking to provide to member States the services it has been mandated to provide.

In our project on "African Extradition and Mutual Legal Assistance in Criminal Matters", we are collecting data and information on existing extradition and mutual legal assistance arrangements of all the African States. This survey or research phase will be followed by organizing, later this year, an interregional expert seminar to which chief extradition and legal assistance officers of African States will be invited to analyze the research and explore practical methods of enhancing existing extradition and legal assistance practice. The ultimate goal of this effort is to improve the operation of extradition practice in the region by exposing the key officials to the critical issues in international extradition. This would

be a starting point towards having modern and effective African extradition and mutual legal assistance arrangements that would deal effectively with transnational crime and other crimes in the region. I am glad to note that among the countries represented in this meeting, four African countries (namely Egypt, Sudan, Tunisia and Morocco) are participating in UNAFRI's extradition project.

Another activity planned by UNAFRI is in the area of the combat against illicit trafficking in motor vehicles where the Institute is developing a major project titled: "Building Capacities Against Transnational Auto Theft in Africa" The aim of the project is to build and strengthen the institutional capacity of the region to react to this specific form of transnational crime, which is often associated with drug trafficking.

It is hoped that this project, when eventually implemented, will help in strengthening the criminal justice system and improving new and more effective measures to fight that crime in the penal codes and penal procedures. We expect some of the African countries taking part in the present meeting to be involved in this project.

In addition to the above, UNAFRI also acted as coordinator for the African region on two global projects, the first was the International Study of Firearms Regulations (where the Institute coordinated the work of the African national experts), and the other one was the International Crime (Victimization) Survey {IC(V)S}.

In the area of advisory services to several countries in the region upon request. Moreover, at the Institute's initiative, advisory services were offered on a variety of issues, including the improvement of the efficiency of criminal justice systems and their administration, reduction of prison congestion, and the establishment of a system for the regular collection and analysis of reliable data on crime and delinquency.

The foregoing account shows that UNAFRI, if properly facilitated, could extend valuable service to all African countries, including those Arab countries in the North and North East parts of the continent. I wish however to stress that UNAFRI is not a funding agency. It entirely depends for its funding support, on member States financial contributions and donations from other governments and agencies. Notwithstanding these financial limitations, the Institute would try to provide, on request Arab States, especially those who are members of UNAFRI, with advisory services and/or assistance in the field of crime prevention and criminal justice. The Institute is also ready to cooperate and collaborate in the efforts that would be made towards the establishment and operationalization of a mechanism for Arab technical cooperation with international and regional organizations working in the field of crime prevention and criminal justice to join any multilateral programme of technical assistance in this field formulated for the Arab States will assist those countries in mobilizing their human and administrative potential. It is hoped that the enhanced cooperation between UNAFRI and the Institutes/Centres comprising the crime prevention and criminal justice network, other associated organizations and donor countries would allow the Institute to continue offering, even on limited scale, the services needed by its member States including those represented at this International Conference.

I wish the meeting every success and thank you for your attention.

**The Experience of the European Institute for
Crime Prevention and Control in the field of
Technical Assistance and
Co-operation: some Proposals and
Recommendations.**

By
Roy Walmsley
Consultant

*The European Institute for Crime Prevention and
Control affiliated with the United Nations (HEUNI)*

The experience of the European Institute for Crime Prevention and Control (HEUNI) in the field of technical assistance and co-operation: some proposals and recommendations.

Introduction:

It is with the greatest pleasure that I accepted the kind invitation of the President of the Naif Arab Academy for Security Sciences, Professor Dr. Abdulaziz Sagr Al-Ghamdi, to participate in this conference.

I am also grateful to Dr. Matti Joutsen, director of the European Institute for Crime Prevention and Control, affiliated to the United Nations, for suggesting that I might present to this conference the experience of the European Institute in respect of technical assistance projects in the crime prevention and criminal justice field.

I have myself been one of the European Institute's consultants in a technical assistance project and I have played a similar role in one of the technical assistance projects of the United Nations Crime Prevention and Criminal Justice Division. So, what I have to say will also reflect my own direct experience in this field.

HEUNI's technical assistance work:

I will begin by telling you a little about the current technical assistance projects being undertaken by the European Institute. Being based in Helsinki, Finland, the Institute is widely known as HEUNI (the Helsinki United Nations Institute) and I will use that abbreviation in referring to it.

HEUNI, funded by the Finnish government, is the United Nations institute for European countries, in the way in which the Naif Arab Academy for Security Sciences is the institute for Arab countries.

HEUNI was established in 1981 and consequently has had more than fifteen years to develop its programme of work. Its three main activities are:

- the production and processing of quantitative and qualitative data and information in support of planning and policy making in the field of crime prevention and criminal justice.
- participation in planning and policy making in the field of crime prevention and criminal justice.
- participation, on request, in the implementation of national and international plans and decisions in the field of crime prevention and criminal justice.

It is this third aspect with which this conference is principally concerned. During the last few years one of the priority areas of the United Nations Crime Prevention and Criminal Justice Programme has been technical assistance and technical co-operation. The role of HEUNI in this field has become more and more prominent.

HEUNI is prepared to respond at short notice to requests from Governments of European countries for the provision of technical assistance and advice on various aspects of crime prevention and criminal justice. Its current work includes projects on the following four topics.

First, the computerisation of criminal justice. At the request of several central and east European governments, HEUNI has obtained consultants to establish the needs of these countries in respects of computerisation. Once these needs assessments are completed, a project proposal is prepared, funding is sought from a

suitable donor and action is taken to meet, as far as possible, the needs that were identified.

Second, domestic violence. There are plans to hold training courses, using a curriculum that can be adapted for use in different countries, in order to strengthen their capacity to prevent and control domestic violence. Funding has been received from more than one donor.

Third, co-ordinating information concerning technical assistance. HEUNI has established a database designed to assist policy-makers in planning, targeting, monitoring and evaluating specific projects.

Fourth, evaluation of technical assistance projects. A study is in progress to assess the effectiveness of the international assistance that has been given to a particular country (Estonia) in crime prevention and criminal justice matters.

Experience gained from technical assistance work:

I will devote the rest of this paper to telling you about the experience gained, and the lessons learned, from technical assistance work undertaken by HEUNI and by others. What I will say relies heavily on HEUNI's published paper on international technical assistance projects which I recommend to you^(*)

I will first talk about the assessment of needs, then about the preparation of the project proposal, then about implementing the project, and finally about monitoring and evaluating the effects of the project.

^(*) Managing international technical assistance projects in criminal justice. Matti Joutsen, HEUNI papers No: 8, Helsinki, 1996.

The assessment of needs:

It may seem obvious but I must begin by emphasising that in developing projects for international technical assistance the first requirement is to assess carefully exactly what needs to be done, All projects should be preceded by a needs assessment that identifies the problem, the factors contributing to the problem, the available resources and suggestions for remedying the problem.

To apply this to a particular situation: let us assume that your country alone, or your country and several others of your neighbours, decide you would like an international body, such as the United Nations, to arrange technical assistance in some criminal justice area, perhaps policing. The first questions need to be: what is the problem that you have identified? What are the factors contributing to the problem? What resources are available? And what seem to be possible remedies to the problem? You may want the United Nations to work with you in answering some of these questions.

You may consider that there are a whole range of problems with which assistance would be welcome. Priorities will have to be set. To some extent they will have to be determined by what international expertise is available.

In planning projects, a review should be made of what projects have already been carried out in the same topic area, are still being carried out, or are being planned in the same country. There is nothing wrong with overlap, since one project may reinforce another. But the impact of the project may be increased if it is designed to build on work that has already been carried out.

The specific purpose of the project should be clarified and agreed by the country or countries requesting technical assistance

and the organisation which is to arrange for it to be provided. Ideally the project should also be placed within the context of a national strategy for development.

There are many reasons for participating in co-operative projects. From the point of view of the beneficiary countries, of course, the experience of other countries in what works and does not work in crime prevention and control can serve as useful guidance. This is the underlying rationale of practically all international co-operation projects in this field.

But co-operation of this kind should not be seen as one-sided assistance. Those providing the assistance will have the opportunity to learn new and useful techniques and approaches from those they are assisting.

Various options should be considered when planning technical assistance projects. In many cases the best results can be achieved by combining several different approaches, such as the exchange of information, training and advice.

The exchange of information and experience is perhaps the basic form of international co-operation in crime prevention and criminal justice. The exchange can take the form of participation in international seminars, congresses and other meetings (either by people from Arab countries going to meetings in other countries, or by people from other countries coming to Arab countries). It can also be an exchange of copies of court decisions, legislations, publications and other items of interest.

The second most common form of co-operation is probably the provision of training. The training can be provided in the home country of the participants or it can take place in connection with study tours or exchanges of staff members. It can be directed either

at those who will themselves be the main users of what they have learned (for example, policemen, prosecuting authorities, judges, prison staff) or it can seek to have a multiplier effect by being directed at trainers (such as teachers at police staff colleges or at prison staff training facilities).

I myself took part less than a year ago in a United Nations training workshop for the trainers of prison staff in the Central Asian countries that used to be part of the Soviet Union. The people responsible for training prison staff in those five countries met together in Kyrgyzstan for a one week training workshop.

Training is important in bringing about changes of attitudes on the part of criminal justice practitioners. If you are concerned that your police or prison staff do not have modern, progressive attitudes in accordance with international standards it is training that is most likely to be valuable. Installing new hardware or providing superficial guidance in the use of new techniques will not achieve the desired improvements in operations if staff attitudes have not changed.

Another important form of assistance and co-operation is the provision of expert advice on the reform and development of crime prevention and criminal justice. The United Nations Crime Prevention and Criminal Justice Programme and the United Nations International Drug Control Programme, for example, send missions to a number of countries to discuss various approaches with the relevant authorities and to suggest ways in which these approaches can be implemented.

The project proposal:

A Written project proposal should be prepared, specifying the purpose of the project, its expected impact, how the project

fits in with overall plans for development, the timetable, and the responsibilities of each party.

Careful planning is essential. Errors may seriously damage the value of the project. For example, in the case of meetings and seminars, the substance may be poorly thought out; the written materials may have little information value; the speakers may not be aware of the purposes of the meeting insufficient attention may be aid to ensuring that the programme takes full account of differences in culture between speakers and audience; the participants may be poorly selected and ill-prepared; there may be insufficient time for discussion, and so on.

Ideally a co-operation projects is carefully planned so that the components are tailor-made to the needs and priorities of the recipient country, and there is some form of follow-up to ensure that the project actually has an impact. If it should turn out that the project did not have the desired effect, the follow-up may help to ascertain why not.

Although it should be obvious that the development of a criminal justice system is closely tied to the specific cultural, economic, legal, political and social conditions of the country in question, people and organisations providing assistance may fail to recognise this. International co-operation and technical assistance must pay full attention to this; otherwise, despite the best of intentions, it may not be of benefit.

In preparing the project proposal, an attempt should be made to identify the main people in the recipient country who will be involved in the project. One factor to consider is the level of the contact. Should it be the highest policy-making level, the middle-level management or the level of the practitioner who does the actual work? Often the answer would be that all three levels

should be involved. The policy-making level must understand the need for the change in question, and their political and financial commitment must be ensured. The middle-level all the way down to, for example, the desk sergeant at local police stations, the chief city prosecutor or the governor of a prison - must be involved because they make the day-to-day decisions on policy. Finally the actual practitioners must understand the rationale for the reform. They must be made to feel that they are part of the reform and that it is in their own interest to implement it. Otherwise, any attempts at reform will almost inevitably be unsuccessful.

The last essential requirement of the project proposal is that it should seek to identify all of the cost factors and should specify who is responsible for these. Many projects have hidden costs. All of those involved should be aware of what their actual commitment will be. For example, even a visit by an expert requires preparation, staff time and financial outlay. Translation of the relevant documentation and the provision of interpretation services are often necessary, but quite expensive, elements of international projects.

Implementing the project:

The potential donors should take time to familiarise themselves with the legal system and culture in the recipient country. Ideally the project teams should have representatives from different countries.

One major source of problems is the misunderstandings that arise when those providing assistance have little knowledge of the situation in the target country, and make incorrect assumptions about what is needed. It is no use experts arriving in a country, delivering a basic lecture on some aspect of their own country's legal system

or on some general criminological or criminal justice topic, with little if any effort to relate the topic to the situation in the target country.

The point here is that you cannot just export a criminal justice system from one country to another. Ideas and concepts must always be tailored to the specific conditions in the host country, or they will run the risk of being rejected out of hand or of being completely ineffective in the different environment.

It is usually easier for a project team to take account of cultural differences if they themselves come from different countries and represent a diversity of views. In any case they must familiarise themselves with the background of the criminal justice system in the host country. This is obviously necessary but often overlooked. Among the reasons why project teams arrive without being properly familiarised with the background are the difficulties in identifying useful sources of information, and the costs of, and the inevitable delays resulting from, translation.

One of the most useful pieces of advice I have heard given, to those who are for the first time considering the establishment of international projects of technical assistance and co-operation, is to start small. Many projects are too ambitious, and some have a tendency to snowball, with different parties suggesting new elements.

Smaller projects, although they may be politically less attractive, provide an opportunity for assessing what forms of co-operation really work and what forms do not work. Certainly, in the case of projects requiring large investments in time and resources, small pilot projects provide an opportunity to learn from experience, and make the necessary changes in the subsequent implementation of the project.

Another of the advantages of starting small is for public relations purposes. Small projects mean that you can soon point to successful results.

With large projects, their success may be endangered because key elements are not yet in place, for example due to bureaucratic delays or staff changes. For this reason, large projects should ideally be developed as a set of modules - for example, separate training packages - which can, if necessary, be implemented independently of other elements of the same project.

Turning to the financial aspects of implementing the project, it is important that timetables and cost estimates are realistic. Projects have a tendency to last longer and cost more than initially expected.

If the more complex co-operative project are to succeed, the infrastructure in the host country must be stable. This requires both financial and political stability. Financial stability is necessary to ensure that the project is funded all the way through to the end; otherwise, for example, a computerisation project will fail because, although there are expensive computers in place, no-one is trained to use them. Political stability is necessary to ensure that the senior policy-makers are behind the project from start to finish, and can, if necessary, overcome resistance at lower levels.

The co-operation project should be seen as part of the steady development of the criminal justice system of the host country. The projects should not be seen in isolation from other ongoing or planned projects. Instead they should be placed within the framework of short, medium and long-term plans for development, with specific objectives identified for each component. This would also help to assure the required long-term commitments as well as long-term financial and political support.

Monitoring and evaluation

Finally I want to talk about monitoring the progress of a project and evaluating its effects.

Few international projects in crime prevention and criminal justice include a monitoring or evaluation component. This is apparently because the parties to the project tend to assume that the plans will be implemented as originally devised, and the goals will be achieved as a matter of course. Unfortunately, this is not always the case.

Monitoring the progress of a project requires a clear timetable and clear targets. Early failures to keep to the timetable and to achieve the interim targets will alert the parties to the need to take whatever action is necessary to ensure that the success of the project is not endangered.

The importance of evaluation is not difficult to understand. Clearly both the provider of the technical assistance and the recipient need to know whether the overall objectives have been achieved. For example, changes in law enforcement practice, the provision of information to those who need it, the protection of human rights in criminal justice.

But there may be a number of reasons why there is a reluctance to pay much attention to evaluation. For example, the evaluation of the effects and impact of a project is almost always qualitative and subjective; again, it is difficult to separate the impact of the project from the impact of other simultaneous changes such as increases in crime or changes in public attitudes; also, proper monitoring and evaluation require resources and expertise which are often in short supply; again, critical evaluation of a project may be politically sensitive - a negative assessment may bring problems both for the provider and the recipient of the assistance; also, most

projects are so small that it is difficult to detect their effect. Moreover, since monitoring and evaluation have costs of their own, it may not be cost-effective to require the monitoring and evaluation of small projects.

However, the difficulties in identifying quantitative indicators of change, or of separating the effects of the project from background changes, should not be allowed to discourage the use of evaluation. Even subjective assessments (by the participants, by the practitioners affected, or, ideally, by impartial outside evaluators) may help in identifying problem areas which can then be dealt with.

One further problem met with in evaluation is that some professional cultures within the criminal justice system may be more resistant to open evaluation than others. There is thus a need to ensure that key participants in the projects are just as interested in the real effects of the projects as anyone else is.

Conclusion: Proposals and recommendations:

To conclude, I would like to emphasise the main points that come from the experience of HEUNI and from my own experience. I will present these in the form of proposals and recommendations:

1. When any technical assistance project is under consideration, the first requirement is to assess carefully what needs to be done. All projects should be preceded by a needs assessment.
2. When planning projects, review what projects have already been carried out in the same topic area, are still being carried out or are being planned.
3. Consider the most suitable strategy for accomplishing the purpose. It may be the exchange of information and experience that will be most useful, it may be training, it may be advice, it may be a combination of all three.

4. Prepare a written project proposal, specifying the purpose of the project, its expected impact, how the project fits in with over-all plans for development, the timetable and the responsibilities of each party.
5. Make sure that the provider of the assistance fully understands the specific cultural, economic, legal, political and social conditions of the recipient country.
6. Start small. Smaller projects enable all persons and authorities involved to get experience in working together; smaller projects lead to quicker results. More ambitious projects can be built on the success of these smaller projects.
7. Work according to a realistic timetable and cost estimate.
8. Monitor the progress of the project and evaluate its impact.

**The Role of Naif Arab Academy
for Security Sciences in
Strengthening Technical Cooperation with
International Organizations and Agencies**

By

Naif Arab Academy for Security Sciences

The Role of Naif Arab Academy for Security Sciences in Strengthening Technical Cooperation with International Organizations and Agencies

I - Introduction:

Naif Arab Academy for Security Sciences is a Regional Arab Security Organization affiliated to the Council of Arab Ministries of Interior, and it is one of the Arab League Councils. The Academy is the Scientific Organ of the Council of Arab Ministries of Interior which provides scientific and consultative services apart from training and research work for all security agencies in the Arab States. This is carried out through two specialized institutes and a centre for studies and research. These institutes are:

1- Graduate School: An Institute for Higher Studies that provides Programmes for graduate education which enables scholars to obtain masters Degree or Diploma, after finishing their prescribed courses in the following security fields:

- a) Police Sciences
- b) Criminal Justice
- c) Administrative Sciences
- d) Social Sciences

2 - Training Institute: This Institute provides training courses in various security specializations and technical laboratories. It also organizes a number of scientific discussion circles and specialized exhibitions.

3 - A Centre for Studies and Researches: This Centre is responsible for carrying out scientific security researches throughout the Arab Region which cover police work, criminal justice, crime prevention, and juvenile delinquencies. The Centre also organises seminars and scientific meetings for Arab Security Agencies.

4 - International Cooperation Department: This department constitutes a communication channel between the Academy and the International and Regional Organizations, and governmental and non-governmental Organizations in the field of Crime Prevention and Criminal Justice. Its energies are directed towards strengthening the exchange of information and experience and transfer of knowledge from the developed countries to the Arab Security Systems.

Specialization	No.of Masters Degrees	No.of Diplomas
Police Sciences	217	545
Criminal Justice	121	001
Management Sciences	62	133
Social Sciences	58	78
Total	458	757

Naif Arab Academy for Security Sciences provides for its activities excellent facilities such as halls, well equipped with the latest educational aids, advanced criminal laboratories, show-rooms, communication technology and documentation, apart from exuberant hotel services, sports grounds and entertainment facilities.

II - The Academy Achievements:

The Academy provides its scientific services to the various security systems in all the Arab States through its specialized institutes and centre along these lines:

1 - In the Field of Graduate Studies:

The Academy organized graduate studies programmes through the Institute for Higher Studies. Students obtain, at the end of their studies, a Master Degree or Diploma in one of the various specializations of Security Sciences. The number of graduates from this educational institution from the outset of Graduate Studies in 1985 until the end of 1996, has amounted to 458 scholars with a Master Degree, 757 with a Diploma, in accordance with the following specializations:

2 - In the Field of Training:

During the last few years, the Academy organized 281 training courses that covered the various fields of the administrative, technical and social security work. These courses were attended by 5390 trainees drawn from the various security sectors of the Arab States.

3 - In the Field of Studies and Researches:

Naif Arab Academy for Security Sciences has so far carried out, from the date of its establishment, until now 80 Scientific Researches on the Arab level. It supervised the preparation and publication of 56 works in the various fields of Security Sciences. It has

also organized 45 scientific seminars and 33 coordination meetings for the International, Regional and Arab Security Systems. Apart from this, Naif Academy has presented 147 scientific lectures in several Arab States. The Studies and Research Centre has published and distributed the outcome of the scientific activities mentioned above and which have, so far, amounted to 190 publications.

One of the most distinguished achievements of the Studies and Research Centre in the field of publication is the collection and classification of all the criteria and standards of the United Nations in the field of Criminal Justice and Crime Prevention. These have been printed in Arabic, published in a book and distributed to Universities, Institutes, Security Colleges, Ministries, Government Agencies and National Organizations in the Arab States. It is hoped that the contents of these publications will be used as scientific topics to be taught in those educational institutions as is the case with the Academy Programmes.

4 - International Cooperation:

The Department of International Cooperation was established in the Academy in order to strengthen Scientific and Technical Cooperation between the Academy and the International Organizations in the field of Crime Prevention and Criminal Justice, exchange of information and experience and provides for scientific consultations. In the forefront of these organizations are the United Nations, UN Regional Institutes that are affiliated to the United Nations Programme for Crime Prevention and Criminal Justice. The Academy has been recognised as a Regional Organization system cooperating with the UN in the field of Crime Prevention and Criminal Justice.

International Cooperation opens the way for the Academy to put forward the important Arab contribution in the field of Criminal Justice, the implementation of Criminal Islamic Jurisdiction in combating crime and protection from it. With the cooperation of the UN and its subsidiaries, the Academy has organised several conferences and international meetings, one of which is a series of Joint Conferences on Research on Protection from Crime starting from the First from 23 - 25 January, 1984 until the Fifth from 13 - 15 January, 1990. The Academy also organised the Coordination Meetings of the UN Branch for Crime Prevention and Criminal Justice and the Regional Institutes from the first coordination meeting in 1985; till the Ninth Coordination meeting in 1994; International Consultants meeting to establish UN Rules for the Protection against juvenile crimes from 18 - 19 February, 1988; the meeting of the International Experts on Policies, Rules and Tools of UN for juvenile justice: Forum for juvenile justice as from 28th April to 1st May, 1993.

The Academy participates in the annual meetings and activities of International Organizations, such as the International Society for Criminology, the International of Chiefs of Police Association, the International Association for Identification, the International Institute for Administrative Sciences, International Criminal Police Organization, the International Association for Penal Law, the European Council, the International Centre for the Prevention of Crime and the International Scientific and Professional Advisory Council. The International Society for Social Defence, the International Association of Prosecutors, the International Penal and Penitentiary Foundation, Arab World Institute, International Civil Defence Organization, the European Forum for Urban Safety.

The Academy also participates in some of the International Organization meetings as an observer as in the Ministerial Meetings, Working Teams Meetings, Expert Meetings, Meetings of the UN Commission on Crime Prevention and Criminal Justice and International Drug Control Conferences.

There are many cooperation agreements and memorandums of understanding between the Academy and Academic Institutions and Universities such as Max Blank Institute, Bramshill Police College, University of Illinois at Chicago, Criminal Justice International Bureau, Harvard University, Meryland University, Leices-ter University, Bond University in Australia, Cork University in Ireland, North-Western University and the International Research and Training Institute for Criminal Investigation in Japan, Univer-sity of Cambridge, the City University of New York, Antigua Uni-versity in Spain.

During the last three years, the Department of International Cooperation carried out 84 joint activities, 48 of which were with Arab states and 36 with non-arab countries.

Undoubtedly the success of the International Cooperation De-partment in carrying out these international activities has strength-ened the scientific and technical cooperation between the Acad-emy and the UN, Universities, Organizations, Scientific Centres whether Regional or International. This has enabled the Academy to provide continuous regular technical assistance to the Arab States in the field of Crime Prevention and Criminal Justice.

From what has been said, it can be concluded that Naif Arab Academy for Security Sciences, due to its Arab and International position, and due to its infra-structure related to security educa-tion, its specialized teachers, experts, technical equipment, and its

experience in acting and inter-acting with international and regional organizations and agencies is highly qualified to take the initiative in strengthening and enhancing technical cooperation between the international organizations and security systems in the Arab States, and to work closely and in good coordination in exchanging experience and information in the field of Crime Prevention and Criminal Justice.

The development of crime and complexity of current security problems and their extension across the international frontiers, the intermingling of their inter-nets between the states and over the continents force us to give Arab International Security Cooperation greater attention and wider interest. It is hoped that this conference will culminate in the achievement of the goals we have so long desired to reach.

How to Work with International Consultants in Criminal Justice

By

Gary Hill

Consultant

*International Scientific and Professional Advisory
Council of The United Nations Crime Prevention and
Criminal Justice Programme (ISPAC)*

How to work with International Consultants in Criminal Justice

Many International groups will organize seminars or presentations meant to entertain or inform of meetings on “standards” or “general practice” or “information sharing” and often bring in leaders or “experts” from other nations to present a paper or give a speech. These consultants may even lead an open discussion or a question and answer session. That is not what this paper is meant to cover, but how to work effectively with someone who has technical or operational expertise who can help you and your organization change a procedure or develop an operation or evaluate current work or build a new facility or enhance staff training or modernize equipment.

A Little Philosophy:

A consultant is defined as “One who advises another, especially officially or professionally.” The act of consulting is to “meet and exchange views to reach a decision” As obvious as these definitions are, often those of us who use consultants or who act as consultants forget that it is a joint process. Though consultants have expertise in their field of work, they do not operate your system and will not operate it after they leave. Even the best consultants go home when their job is done. They may have an interest in your operation, but they will be far removed from any problems. They will, however, share in any praise if all goes well. I do not lay this foundation to denigrate consultants. I have been one many times in many nations. However, it is important that the people who bring in the consultant always remember they are ultimately responsible for the finished product. They must carefully

review every recommendation and be the prime decision maker. Therefore, it is critical that all of us who use consultants know how to get the most out of them and how to help them give us the best advice possible.

One other point before I cover the specific details of working with International Consultants. Oftentimes consultants are provided by other organizations. They are paid for by foundations or the United Nations or other governments. Always remember that “free is not free.” Even if your agency or nation has no expense, you are spending time and energy. Even if the consultants appear to be “free,” you can and must demand a certain level of expertise, work and accountability from them.

Finding a consultant:

Consultants are everywhere. It seems that every person who worked in a particular profession and retired wants to do consulting work. Many who have no experience in a particular area still want to consult in that area. This is especially true if the area involved justice or human rights or items normally thought to be in the public interest. Like avid sports fans who think they know what the coach should do, many intelligent, dedicated people think they know how a prison or police force or justice system should be run. Later we will take about finding the right consultant, but where do you start?

First, it is important to decide what you want to accomplish. What are your specific goals? How much detail do you want - are you looking to find the proper way for individual staff to do their work or do you just want to know the general rules that should affect them? How fast must you move - are you working on a general improvement or are you reacting to a current crisis?

The following questions are meant to help you focus on why you need a consultant and what you want to accomplish. It is a very rough outline - you will be able to add many more questions that you and your staff should go over before you even start to look for a consultant.

1. What is the general need that a person operating outside of your system can help you solve? (After answering this question, list five specific outcomes you would expect from the consultant and how they relate to solving the general problem you identified.)
2. Is your need is something that calls for immediate action or is it something that can be handled over time?
3. Are there people (staff, politicians, public) who would be upset or jealous if you brought in an outsider?
4. Are there facilities, budgets, policies or practices within the scope of the problem you want the consultant to address that you cannot share with the consultant?
5. How much money do you have available to pay a consultant? How much time do you or the necessary staff have to work with the consultant and how much time do you think it will take? (I suggest you double the amount of time you initially think it will take).
6. Is the use of the consultant to be a separate project or is it part of a larger effort?
7. Who will be directly responsible to work with the consultant and what authority will that person have to give out information or approve travel, facility visits or provide access to people the consultant may need to talk to?

8. If you cannot get a qualified consultant, who on your staff or within your nation could provide similar help?
9. What topics or subjects the consultant will handle do you not want made public?
10. Who, besides your staff, must approve the work you wish the consultant to do and who, besides your staff, must see the consultant's report?

Once you have answered the above questions, you are ready to look for a consultant. First, write a general description of what you want to do and be sure to include all the answers from the above questions. Next, look at the answer to question 5- How much money do you have to spend? If you can afford to pay the entire anticipated cost of the project, including the consultant, then I suggest you proceed that way. Even if you can get someone else to pay for the consultant, remember that there will be a cost in terms of loss of control and other people, outside your agency and even your nation, will have access to the results of the work. Though this is not normally a problem, it does give you extra baggage to carry.

If you need financial help for all or part of the project, then you must write a proposal. Initially, you should contact the potential funders to see what they require in a proposal, but your general planning, the following is a summary of the major elements or sections which make up a proposal:

Title Page	Title of the project; name and address of applicant; name of agency submitted to; contact person and phone number of your agency.
Summary	In approximately 250 words, the summary should identify the applicant; explain the reason for the request; give a basic overview of the objectives, events and costs of the proposed project; and state the amount of money requested.
Introduction	Description of your agency to illustrate how you fit in with the funding source's areas of interest or philosophy and to establish your credibility.
Statement of the Problem	This is where you describe what needs to be done and why, and establish that the need or problem you seek to address is important. Usually includes facts and figures to document your statements.
Objectives	The proposed outcome of the project is stated in clearly specified and measurable items.
Procedures (or Approach)	This section describes how the objectives will be met, including overall design and explanation of specific activities. Includes a timetable for each phase and/or objective.
Evaluation	Explains how the success of the project will be measured. Indicated the type of evaluation information to be collected, how this will be analyzed, and provides a pattern for its dissemination and use. Evaluation criteria should be provided for each objective.
Staffing and Management	Describes how many and what type of employees will be needed for the project and how these will be selected. Information should be provided on the background of key personnel to stress experience, skill and credibility.
Budget	Provides a breakdown of all projected costs for the project, with an indication of the total dollar amount from the funding source, amount the applicant is contributing and any funds from other sources. Usually includes personnel salaries and benefits, equipment, supplies, travel and so on.
Facilities	Facilities required and how these will be provided. This section may likely be used to explain any special equipment or facilities pre-existing, or being acquired, that significantly facilitate or impact on the proposed project. This section may follow "evaluation" element.
Future and Additional Funding	This section would show that you have made plans for your project's future support. May name other funding sources currently involved or with an expressed future interest, and/or explain any features of the project that will lead to its self-sufficiency. This section, if utilized, may also follow "evaluation"

With your information well in hand, you can begin the search for a funding source. However, it is my strong suggestion that you begin the search well before you even think of ideas that may require funding. The hardest time to get funding is when you have a desperate need or you are on a very tight time-frame. How do you look for money before you need it? Again, it is attention to detail, planning and consistent intelligence gathering. Start by asking yourself and your staff a series of questions:

- What organizations are doing projects you can tie in with? Are there international groups or governments doing things in your nation or in neighbouring countries that could expand to include your project? For example, if you need to bring fresh drinking water to a remote prison, is an international group or nation already doing water projects in other parts of your country?
- What organizations or groups would you like to help you? List them according to type of help and the type of programming in which they wish to participate. For example, if you want to have the Red Crescent Society or Red Cross work with you because they have an excellent reputation, then you might consider asking them for a consultant to help put together first aid training for your staff.
- What specific facilities do you have for conducting special projects? List them according to the type of programming for which they are best suited. If you have, as an example, an indoor shooting range, then you might let the staff of a friendly embassy know that their security personnel would be allowed to use it for practice. You might use that occasion to also ask them for help obtaining a consultant from their nation who could help you evaluate the types of weapons you are using and your use-of-force policies.

- List the public officials willing to assist you in your programming. List the officials according to the programming and type of assistance they prefer to give. This will be helpful later when you want to contact the appropriate representatives of a government or international agency or foundation. In each of our countries we have public officials who are particularly well suited to make contact with certain groups because of their previous involvement with those groups.

Write a job description of the “perfect” consultant for your project, based on the data you gathered in the exercise described previously. Again, be specific and list such items as:

1. Experience in the - experience definitions should be very specific. Each field has many jobs and levels of work, so you must be able to describe the exact previous experience or knowledge you are looking for.
2. Educational background - education alone may not tell you much, but the more exposure to formal education, coupled with other qualifications, will help provide a person with a broader base of knowledge and a foundation in the theory behind the work.
3. Language capabilities - it is possible to work strictly through translators and not lose very much interpretation. However, some jobs will require a person to speak the official language or languages of your nation.
4. Knowledge of your nation, culture and customs - again, this can be learned by the consultant, but you may have a need for a person who already knows what is “normal” for your nation. Be careful here in that you may be looking at an international consultant in order to be exposed to different ways of looking

at things. Therefore, you may want some knowledge of your own area of the world, but not necessarily someone with only knowledge of your area.

5. Management experience - the in-depth practical details are important to get from a consultant, but you should also expect a person who can offer suggestions on the efficient and effective implementation of those ideas.
6. Previous consulting experience - this can give you some indication of whether the person is used to working in an advisory capacity and it also will provide you with people to contact for both formal and informal references.
7. Experience in related fields - be specific about what fields - for example, if you are looking for someone to work with your police, and if your police come under the military, do you also want someone with previous military experience.
8. Experience in other disciplines - is it important that your consultant also have experience in the budget process or in public information or...
9. Contacts with international agencies - if you think you will want to co-ordinate with other agencies for information or help, this may be important. If your project can stand alone it might not be much of a factor. However, even the most internal of projects might be able to gain from knowledge gained in other nations and many international agencies can provide helpful information in this area.
10. Contacts with potential funding sources - if you think you will have a project that will require funding for implementation and you will want help finding and getting that funding then this might be a consideration. You may also want to have someone

with experience in proposal writing. Here, also, you should not emphasize this if it is not really a need of the project you are bringing the consultant in to work on.

After writing your job description and reviewing the other material you have gathered, you can proceed to look for a consultant. The selection process and factors are covered in the following section, but first let's review some of the places you might begin your search.

The following are not listed in order of importance. But, I suggest the first two might be the appropriate place to start:

1. Review the lists you made previously of organizations doing projects you would like to tie in with. Look also at the list of organizations you would like to have help you.
2. Look at the United Nations Crime Division and Regional Institutes for possible help. The UN computerized system (UNOJUST) is listing consultants and all of the Institutes are providing names and background information to the list - the list is being compiled by UNICRI. Some relevant contact information:

A. United Nations Crime Prevention and Criminal Justice Division United Nations Office at Vienna

Room E1233

A-1400 Vienna, Austria

Tel: 43 1 21-345-4269

Fax: 43 1 21-345-5898

Cable address: UNATIONS VIENNA

Telex: 135612

E-mail: aboulouk@unov.or.at

B. United Nations Interregional Crime and Justice Research Institute (UNICRI)

Via Giulia 52-00186

Rome, Italy

Tel: 39 6 687-7437

Fax: 39 6 6 89-2638

Cable address: UNICRI 00186 Roma

Telex: 610181 Fao I Unicri

E-mail: Unicri.org@agora.stm.it

C. Asia and Far East Institute for the Prevention of Crime and the Treatment of Offenders (UNAFEI)

1-26, Harumi-cho

Fuchu

Tokyo, Japan 183

Tel: 81 423 33-7021

Fax: 81 423 33-7024, 68-8500

E-mail: idj00272@niftyserve.or.jp

D. The United Nations Latin American Institute for the Prevention of Crime and the Treatment of Delinquency (ILANDUD)

P.O. 10071-1000

San Jose, Costa Rica

Tel: 506 257-5826

Fax: 506 233-7175

E-mail: ilanud@sol.racsa.com.c.r

E. The United Nations African Regional Institute for the Prevention of Crime and the Treatment of Offenders (UNAFRI)

UNAFRI Secretariat

P.O.Box: 10590

Kampala, Uganda

Tel: 256 285-236

Fax: 256 41 221-119

**F. The European Institute for Crime Prevention and Control
(HEUNI)**

P.O.Box: 161

FIN-00131

Helsinki, Finland

Tel: 358 0 18251

Fax: 358 0 1825-7890

E-mail: heuni@joutsen.pp.fi

G. Naif Arab Academy for Security Sciences (NAASS)

P.O.Box: 6830

Riyadh 11452, Saudi Arabia

Tel: 966 1 246-3444

Fax: 966 1 246-4713

Telex: 400949:AMNIYA SJ

E-mail: naass@mail.gcc.com.bh

H. The Australian Institute for Criminology (AIC)

G.P.O.Box: 2944

Canberra ACT 2601, Australia

Tel: 616 260-9200

Fax: 61 6 260-9201

**I. The International Centre for Criminal Law Reform and
Criminal Justice Policy**

University of British Columbia

Legal Annex II, Faculty of Law

1822 East Mall, Vancouver, B.C., Canada V6T 1Z1

Tel: 604 822-9875

Fax: 604 822-9317

E-mail: prefont@law.ubc.ca

J. The International Institute of Higher Studies in Criminal Sciences

Via Agati, 12

96100 Siracusa, Italy

Tel: 39 931 35511/35611

Fax: 39 931 442605

K. The National Institute of Justice for the Prevention of Crime

c/o National Criminal Justice Reference Service

P.O.Box: 600

Rockville, MD 29849-6000, USA

E-mail: ekline@ncjrs.aspensys.com

L. The International Scientific and Professional Advisory Council (ISPAC)

c/o Centro Nazionale di Prevenzione e Difesa Sociale

3, Piazza Castello

20121 Milano, Italy

Tel: 39 2 86-46-0714

Fax: 39 2 26-86-4427

M. The Allaince of Nongovernmental Organizations on Crime Prevention and Criminal Justice

Information Center

P.O.Box: 81826

Lincoln, Nebraska 68501-1826, USA

Tel: 402 464-0602

Fax: 402 464-5931

E-mail: Garyhill@cega.com

1. Foreign governments can be a great source, but remember that many will provide only those consultants who are approved by their foreign affairs offices and who have a philosophy in line with the sending country's current foreign policy. However, due

to the concern many of the more affluent nations have for what they consider a growing global crime problem that can impact on their nation, many have begun to offer assistance in criminal justice with no more motive than to be helpful.

2. International professional associations often have lists of potential consultants; or if you send their secretariat a copy of the project outline and job description you have compiled, they will offer lists of possible candidates. The United Nations Crime Division, the International Scientific and Professional Advisory Council or the Alliance of Non-governmental Organizations can provide information on which associations might be helpful in identifying consultants for your project.
3. National professional associations such as a union of police officers or a professional trade association of correctional officers might also be helpful. You can obtain a listing of them from the nation's Embassy. This is a little used source that can be very good to explore. Let me provide one example only to illustrate a way of looking beyond the obvious. I'll use the American Correctional Association which is a professional association of correctional personnel (prison, parole, probation, community treatment centers, jails service providers) serving mainly the United States and Canada though they have members in many nations. Many of the members of the association have vast experience in more than one nation. Many originally lived and worked in nations other than the United States and Canada. In recent surveys, many of the 25,000 members of the American Correctional Association indicated:
 - They speak languages in addition to English.
 - They would love to provide help in a foreign nation - many indicated they would work only for their out-of-pocket expenses. They would do this because they would also gain in

experience and many of the agencies they work for would give them a leave of absence to provide the help because they feel the experience the employee would gain would benefit their agency as well as the foreign agency.

- It is possible that if the project they work on is appropriate for extensive follow up their home agency would “adopt” the project and would send material, used equipment (in many nations, equipment is updated constantly and old equipment is stored or discarded - the cost here would be transportation, but that might be worked out with the foreign nation’s foreign office and your nation’s foreign office) and information. It is even possible that, if desired, staff exchanges might take place.
- Many members of the Association are career criminal justice professionals and do not have a political or philosophical agenda other than the desire to see good practice being followed.

Other nations have similar associations and memberships.

We have just covered a lot of detail and a great deal of work. I am a firm believer that the more work done in advance, the more attention to the mundane details in the planning, the more successful you will be in the operation of the project. Once the planning is over and your project has been accepted, the process of choosing the right person for the job begins.

Picking the Right Consultant:

Even if the consultant is being furnished by another organization you have the right and the duty to have a voice in the selection process. When you request a consultant from an agency such as the United Nations Development Program you should specify that

you will maintain the final approval of whom you will work with. That means you must, in your grant application or in any of the initial paperwork with a nation or foundation that might pay for the consultant, be very clear that the choice is yours and you will evaluate the applicant or suggested person based on your assessment of the person's qualifications and your needs. Whether you receive a list of potential consultants from the funding agency or from people you contacted by following one of the methods mentioned in the last section, it is important to follow a systematic approach in making the selection.

First, be honest with yourself and your staff. If, for political reasons, you feel you must eliminate consideration of people who come from a particular country or region or who have worked in certain nations or whose religion or culture or background would not be accepted, then say so up front. If these are not things you can talk about publicly, at least be clear with the funding agency that you must have someone who is from specific regions and is of a particular culture or whatever you must live with. Of course I would urge you to argue against any preconceived limitations or any political agendas which might hinder your efforts to obtain the most qualified, but I realized that yours is in the political arena and must follow certain internal realities.

Next, if it was not done so as part of the process with the funding agency, send copies of your job descriptions and project proposal to the top five to ten candidates and ask them to show how they meet all of the criteria in your job description and how they are qualified to do what the proposal calls for. This may eliminate many who would be qualified because they would not want to justify themselves to you since they are being paid for by their own government or another agency. However, you will accomplish many things with this process:

1. You will get necessary information on the candidates to help you better know how to work with them.
2. You will be letting the candidates know that their work is in conjunction with your organization and staff and they are not coming in as independent agents to do only what they think is important.
3. You will find out if they have any problem sending you reports or information in a timely manner.
4. You will have a chance to view their written work
 - When people send you information on how they would accomplish what the proposal calls for you will see if they stick to the facts or if they try to use fancy words to cover up for a lack of knowledge or ideas.
 - When you read their material you will know if they can write well enough on specific subjects or if they have difficulty being understood.
 - Their written response may provide an indication of any additional agenda they might bring with them. For example, if they respond to your specific proposal with ideas for unrelated work, then you might be able to determine in advance if they would have a problem staying focused. On the other hand, if they present ideas of additional work that related to accomplishing your goals, you will have a chance to see their thinking process.
 - If, to justify themselves, they send you copies of reports or data from work they have done for others, you can see if they might share confidential data or if they only send you what the other people they worked for consider public information. What is to be confidential or what is used

for internal discussions is your choice. The way they have treated others will probably not differ from how they treat you.

- If, when they send you the information you request, they also ask you for additional information or to answer certain questions about the working arrangement, you will be able to determine if they will be up-front and vocal in expressing their opinion and/or concerns when it comes time for them to work with you. You will, of course, remain in control of the project, but you should not be looking for people who will only say what they think you want to hear or who do not consider the arrangement one of mutual interest and responsibility. Though you will be the final authority, a consultant is brought in for an independent opinion and should not be treated like a subordinate, but rather like a partner.

Be sure to check the references they give you, especially any people they have worked with previously. Ask to see copies of any reports the consultant prepared, if those reports are not considered private by the people they worked for. If the candidate has no previous experience as a consultant, ask their current and immediate past employers for a reference as to their professional capabilities, past performance, ability to work with others, quality and timeliness of written reports and general integrity.

Once you narrow the choice of candidates down to the top or three candidates, visit with them in person or by phone. In person, of course, is better, but at least visit by phone in order to have a conversation and to listen to the “character” of the person. This is a time to ask for clarification of any items on their written material you are not sure you understand. I like to ask “open ended”

questions in order to be able to listen to them. An “open ended” question is one that calls for an explanation rather than a “yes” or “no” response. Some of the questions you might consider are:

- > What do you think is the most important aspect of our project?
- > Why are you interested in working with us?
- > If, while working with us, you see some obvious human rights abuses not directly related to our project, what would you do? This is one of my favourite questions in that it allows me a chance to measure the thinking power, process orientation and integrity of the person. If they say they would ignore it because it is not the reason we are bringing them in, I would not use them. A person working in our field must come with certain personal integrity and a sense of what is right and wrong. If they say, in order to get the job, that they would ignore obvious human rights abuses, they lack both conviction and integrity. If they say they would report it publicly or to an outside human rights agency as their first response, I would consider them more interested in sounding good to the public than in eliminating a bad situation. If they said they would report it to our authorities and request we take action to stop the abuse and to prevent future abuse, I would consider their response appropriate. If they answered that they would report it to our authorities, ask that we take care of it and that we report back to them (the consultant) on what was done to stop the abuse and prevent further abuse, I would move them up a notch on my list of candidates to hire. This letter response shows a person of professional integrity who will work with and through the proper authorities, but who also expects to be treated like a professional.

- > A final question, if the previous discussion makes you interested in the person, is, “what do you need from us in order to do the job?” This is where you can find out if the person has thought about what he or she needs to know about your system, your nation, your circumstances, your conditions to do the job. The person may ask for advance data or general information or may ask for an opportunity to talk with some of the people in your nation. Whatever the person asks for will give you more insight into their thinking process and method of working.

After reviewing the written material, checking the references and talking with the person, make your selection. Remember, no matter how much advance work you do and how good the candidate sounds, you will not know if you arrived at the right choice until after the work is in progress. You will, however, have used the proper tools available to make your decision. When you have made your choice and after the person has been approved by you funding agency, ask that you be allowed to call and notify the person that they have been chosen. That will allow you to reinforce the fact that the consultant works with you rather than for the funding agency.

Establishing a Mutual Understanding with the Consultant:

When you first make contact with the consultant, tell them that you will be sending a sheet spelling out your expectations and working rules. I also strongly suggest you establish a written code of ethics that you will expect the consultant to live by. You should also put in writing what the consultant can expect from you and your staff.

Up until now I have spent most of the time indicating that you are in charge and should have control of the selection process and work to be done. However, if you are going to use a consultant, you must be prepared to give that person the tools and information and support they need to be able to do the job you expect. In the listing of items of ethical concern, you should be very specific about:

1. Who can release what information and to whom: You should be specific if you do not intend for the consultant to release data or conclusions to the funding sources or others without your seeing it first. Of course, you must realize that the agency who hires the consultant can see all of the reports, but you can establish that you have the first right to see the material and to offer any additional comments you deem appropriate.
2. You should specify for how long after the work is completed you expect the consultant to maintain confidentiality of any data or observations found while working with you.
3. You should specify the exact procedure the consultant is expected to follow if they see or become knowledgeable, as a result of their work on the project, of any unethical or inhumane conditions within your system or nation. This should also contain information on how you will notify them of any results of any action taken as a result of their bringing the condition to your attention. My personal policy, which must be understood and agreed to by any agency I work with, is that if I see a violation of human rights I will report it to the top person I am working with. I will expect to know that some action was taken or, if not, why not (perhaps an internal investigation found that what I thought happened I did not properly understand or see accurately). If I am not satisfied, I have the right and obligation to prepare a written report, give a copy to the top person I am

working with, and after they have time to review it, I will give a copy to a human rights agency within the nation I am working with and a copy to the funding agency. Having said what my policy is, I must also say that in many years of working around the world and in some nations still at war or deep in poverty, I have seen very few deliberate violations of human rights. That does not mean they do not exist, but it stands to reason that most consultants brought in for specific work are not likely to be placed in positions where obvious abuses are taking place.

4. You should specify any items dealing with financial arrangements and who the consultant contacts with questions or concerns. If this is a person from an outside funding agency, that person's name, phone and relevant contact information should be included in the written material you send the consultant.

Items of a logistic or operational nature should also be spelled out in writing:

1. A listing of the products or reports or papers you expect from the consultant.
2. A listing of what staff support you will supply or you expect the consultant to obtain independently.
 - A. Local transportation
 - B. An office to work in with appropriate communications, telecommunications, copying, conference and other needed facilities.
 - C. Secretarial Services
 - D. Translation facilities, including translation of laws, documents, records if needed and personnel to act as interpreter during meetings.
 - E. Local housing, meals, etc.

3. Any special information, items or material you expect the consultant to bring.
4. Any material or data you will furnish the consultant such as laws, procedures.
5. What access you will allow to your facilities, records, staff and policies. If you will arrange all visits. If those visits will be monitored or if the consultant will be allowed private conversations with staff and others.
6. What reports, in what form and by what dates you will expect from the consultant and who is to get copies.

Educating the Consultant:

Prior to the beginning of the consultant's work there are many things he or she should know. Some of the information that will help the consultant is directly related to your project, other information is more general in nature. It should be up to the consultant to do his or her homework, but it is probably wise for you to have some of the information prepared and translated into the language the consultant will understand. A local university might be able to help prepare the general information, or you might ask a foreign Embassy to help translate some of the general information for you. If you provide the original material, the foreign Embassy might find it the type of data on your country they would like to have available for their citizens who plan to visit or do work in your nation. You can also find the general information from the foreign service agencies of most industrialized nations, in a variety of Encyclopedias or on several sites on the Internet (the web site for the International Scientific and Professional Council has some of the data available - their Internet address is <http://www/ispac-italy.org>). Information that would fall into this category includes:

1. A short history of your nation.
2. Some information on the geography, major points of interest, what nations border your country.
3. The current political system including the names of key political leaders, political parties, electoral system, general rights of woman and minorities.
4. Information on your Constitution, branches of government.
5. Information on the general economy, per capita income, major imports and exports, agriculture, life expectancy, general literacy rate.
6. Current exchange rate for major world currencies.
7. The basis of the legal system of your nation (i.e., based on English law, Roman law, Islamic law, etc.,)
8. Official language used for business and other languages, including those used by the general population.
9. Major treaties of which your nation is a signatory (especially those impacting on criminal justice such as a those listed below be sure to indicate if they have been ratified by your nation):
 - a.* Transfer of criminal sanctions
 - b.* Minimum Standards for the Treatment of Offenders
 - c.* Universal Declaration of Human Rights
 - d.* International Covenant on Economic, Social and Cultural Rights
 - e.* International Covenant on Civil and Political Rights
 - f.* Declaration on the Protection of All Persons from Being Subject to Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment

- g.* Code of Conduct for Law Enforcement Officials
- h.* American Covention on Human Rights
- i.* African Charter on Human and People's Rights
- j.* European Convention for the Protection of Human Rights and Fundamental Freedoms
- k.* European Social Charter
- l.* Banjul Charter on Human and People's Rights
- m.*Declaration of the Basic Duties of ASEAN Peoples and Governments
- n.* Universal Islamic Declaration of Human Rights

10. Information on the ethnic and religious breakdown of your nation. If you have a predominant group that is often misunderstood or not well understood by foreigners, provide information on the basic belief of those groups.

11. Cultural information and generally accepted customs and courtesies of your nation.

Some examples include:

- a.* If tipping is usually expected and if so for what services and generally how much
- b.* If it is normal for business people to give a gift to a visitor and what is the courteous way to accept it or reciprocate. Also, is it normal for a visitor to bring a gift and what type of gift is normal.
- c.* The custom regarding talking to, looking at, touching (such as shaking hands) with people of the opposite sex
- d.* The normal form of greeting for casual acquaintances, peers, members of the opposite sex, people of high station, subordinates.

- e* Hand gestures, looks or signs that are considered offensive or that are used to express pleasure or a compliment.
 - f* Type of dress expected for business, social or casual occasions - this would include any specific modesty expectations such as when it is appropriate to wear shorts.
12. Information that might be specific to your criminal justice project might include:
- a*. The qualifications for selection of police, correctional or other personnel the consultant will be working with
 - b*. The training program currently in place for the staff impacted by the project.
 - c*. Copies of any policies and/or procedures used by the staff impacted by the project
 - d*. Description of facilities impacted by the project
 - e*. Budgets or agencies impacted by the project, especially those budget items that may be determining factors in what is or is not practical to suggest in terms of future action
 - f*. Notes from staff on information they would hope the consultant can provide
 - g*. A list of names, titles, address, phone and fax numbers of people the consultant will meet and work with.

The above list, by no means complete, is what the consultant should get before coming to your nation. It should be supplemented with a thorough orientation by you and your staff once the consultant arrives. That orientation should include:

- > any background information on how the project came about
- > what problems need to be overcome
- > how staff, political leaders, other agencies and the public might feel about the current situation and the project

- > how staff might perceive the consultant - i.e., if they might feel threatened or jealous or unhappy about the extra work they have to do for the consultant
 - > any special sensitivities or current political situations the consultants should be aware of
 - > a review of any logistic, operational, financial or management issues to make sure you and the consultant are in agreement
 - > a general review of the timeframe for various activities, including expected reports or deliverable products - this should include both what the consultant will furnish you and what you will furnish the consultant
 - > a tour of any facilities or areas that will help the consultant do the job better this is when you can introduce the consultant to the various staff and others involved and when they can meet the consultant - the purpose of the tour is to make sure the consultant knows the people and to make sure the consultant understands the realities of the people involved
- √ if the consultant will be working, for example, in a prison and will be involved in staff training or inmates programming, the tour should include the areas of the city or country where both staff and inmates come from so the consultant will be able to view the living and working conditions of the prison in light of what the people are used to
- √ if the consultant will be recommending types of programs that will involve staff training or inmate education, the consultant should be taken to local primary and secondary schools to be able to better understand how the people are used to learning - different nations and cultures use

different systems of teaching, so it is important that the consultant know if lectures or demonstrations or group discussions or role playing can be used or, if they will be used, must staff be given extra training in how to use those techniques.

As in the earlier sections, the emphasis is on providing the information and details which will help the consultant provide you with the most effective and informed suggestions will and allow your staff to review some items they may have forgotten and will help keep the consultant from using assumptions or making statements that will cause a loss of credibility for the project.

Working with the Consultant:

Any consultant worth working with must be given the freedom to operate in the manner they are used to. At the initial meeting with the consultant ask how they normally work - how they would like to structure their activities and what support they might need from your staff. Unless what they ask for or the way they want to work will be too disruptive or incompatible with your system, let them proceed as they wish. That does not mean you should not suggest alternative methods of working or coordinating the work, but if at all possible, let them do the job you brought them in to do.

Also, it must be reiterated that though you are both the boss and the client of the consultant, they are not your subordinate or ordinary employee and they must be allowed the freedom to ask questions, challenge answers, see necessary documents and facilities and have access to staff and other relevant to the project. If you cannot work with an "outsider" in such an open manner, save yourself and your agency the time and trouble of bringing in a consultant. It would be better to use a committee of your own staff who, at least, would know the information necessary to make informed recommendations.

Oftentimes a consultant will have very impressive credentials and will be highly respected in his or her own country and/or in the international community. There is a tendency to treat such a person as a “dignitary” instead of a fellow worker. That is neither proper nor productive. If it is your nation’s custom of hospitality to host the guest then do so in as limited a manner as you can. A formal dinner at the beginning and end of the work is fine, but daily large lunches or dinners that take time away from the work are not necessary, unless you are using meal times to slowly get to know the consultant and/or to share information in a controlled situation. If you come from a nation where business people normally drink alcoholic beverages during working hours, I strongly suggest that you not do so with your consultant. It can impair the quality of the work and cause a false impression. That does not mean that after working hours some socializing is inappropriate. However, again you must remember that the consultant has probably been traveling and working both during the day and doing some review of notes or documents in the evening. You should be sure to allow the consultant enough private time to get adequate rest and have time for quiet reflection. If, on the other hand, the consultant initiates social contacts that cause your staff a problem (they have work to do and families to go home to) then let the consultant know what is proper and what is excessive.

Because the consultant is part of your team and will be viewed as an extension of your agency, be sure the consultant knows what ethical behavior you expect from your own staff and what would be considered bad taste or activities. Remember that the consultant might come from a different culture and may not be aware of some behaviors your peers would consider embarrassing or improper. Consultants should know that violations of local laws they might consider minor should be avoided. That includes violation of driv-

ing laws, currency exchange and shopping on the black market. The fact that many things are tolerated by local citizens and tourists is not the same for a consultant who must both act and appear to act within the letter of the laws of your nations.

If you arrange the housing for the consultant, be sure to ask what price range or type of housing the consultant would like. Often, foreign guests are placed in the finest hotel in the city, yet they may not have the budget to easily afford it. If you are paying for the housing I still suggest you select a modest-prices hotel or house the person at staff facilities if you have them. Again, it adds to the credibility of the consultant to be seen as a worker rather than a dignitary and it allows the consultant to get a better idea of how the normal business person in your nation might live. It also might allow some non-work related contact with citizens of your nation.

If the consultant will be asked to address a legislative hearing or be part of a media interview, be sure the consultant is aware of your agency's official position and what may be talked about in public and what may not be shared with the media.

Have the consultant give you a short, written description of his or her background and how they wish to be introduced to others. It is important, for the consultant to be effective, if those he or she will work with know their professional background and other relevant details.

Though it is proper to share concerns about staff or policies or political realities with the consultant if they have relevance to the project, it is not proper to talk about fellow workers or politicians. Gossip, rumors, general complaints can ruin a professional relationship and unfairly taint the decision making process of the consultant. If the consultant begins to talk negatively about people in his or her own system or in the international community or about

some of the people in your nation, ask them not to. Remember, when a person seems to trust you enough to share negative things about other, then that same person probably trusts other enough to tell them rumors about you and your system. If your consultant appears to be a person who enjoys gossip, take a good look at ending the relationship and find a replacement.

If the consultant comes from a nation where the economy, major religion, culture and social system is very different from your, then you can assume that when the consultant returns home they will be asked to speak about your nation. They will be considered experts because they have spend some limited time with you and in your nation. Therefore, be sure you let them know what they can say regarding your system and what is considered confidential. Also make sure they are given the normal tourist brochures and maps so they can have some data to draw from. If time and schedules permit, the consultant should be given an opportunity to visit some of the tourist attractions and taste the normal food your nation has to offer.

Reports from and to the Consultant:

It is neither fair nor professional to ask the consultant for opinions immediately after each visit or meeting. However, you should expect well documented, understandable written reports from the consultant at pre-agreed upon intervals and at the conclusion of the work. Those reports should include an introductory section indicating what the work of the consultant involved, what observations were made, the major conclusions, recommendations and proposed follow up activities. The project itself might call for more detailed reports with specific items, but the above is the least you should expect.

The consultant should also provide you, directly, with a copy of any report prepared for the funding source. You should specify that you would like to see a draft of the report prior to its being given to other so you will have an opportunity to comment on it and suggest corrections. That does not mean you have a right to censor the report - you do not. However, since few people read reports as thoroughly as they should and they are even less likely to read, in depth, the final report after seeing a draft, it is important that what is delivered to them the first time is as accurate as possible. This is a procedure you should establish with both the funding source and the consultant prior to the start of the project.

It is also advisable that you send the consultant a brief report of your impressions of his or her work - this should be a candid report of the strong points and of any weakness you found in the working arrangement. Remember that other will probably ask you about the work of the consultant and time tends to diminish the memory. This is also something the consultant can use to review his or her performance and to consider changes in the way they might work in the future.

In the Final Analysis

If the purpose of using a consultant is to get fresh ideas or unique expertise, then the measure of the work lies with actual result obtained. This is not a matter of how good everyone feels about the consultant or how enjoyable the meetings might have been. Rather, it is the actual changes that resulted from the work or the specific products delivered by the consultant. Often the actual results of the work will not be known for several years. However, a formal evaluation of the project will help you decide on future, similar projects. A consultant from outside your nation is brought in to give you an independent evaluation of where you are and

how you are performing as an agency, or a consultant is brought into help you develop some thing new or improve an existing activity. If, after the consultant leaves, you have learned nothing new about your system or if you have not developed new procedures or if the written report is not eagerly searched by your staff, then your use of the consulant resulted in very little of practical value.

The true measure of value of a consultant is not compliments from politicians or staff or funding agencies, but rather operational improvements. You may wish to do your own, very private, independent, written (not particularly formal) evaluation - not for the eyes of the funding source or your leadership, but just for you to use in deterring if your time and effort in having a consultant was really worth it.

The world is shrinking. Culture and custom and even crime is no longer confined by national borders. Working with knowledgeable people from other nations can provide fresh ideas and independent reviews. It can be a wonderful and enriching experiences for each of your staff and for your system as a whole. However, it will rarely be effective if left to chance and good will. The more you plan and the more details you handle in advance and during the work of the consultant, the more likely you are to have the type of results worthy of the time and effort involved.

**Technical Assistance for Effective Crime
Prevention Strategies with an Arab country**

By
Irvin Waller
Director General
International Center for the Prevention of Crime (ICPC)

Technical Assistance for Effective Crime Prevention Strategies with an Arab country

The International Centre for the Prevention of Crime (ICPC) exists to assist cities and countries to reduce delinquency, violent crime and insecurity by harnessing international know how on prevention.

ICPC Collaborates with NAASS

The ICPC has signed an agreement with NAASS for collaboration to:

- a - design, develop and implement advanced courses on crime prevention, for senior police personnel, municipal leaders and government experts;
- b - assist governments and cities from the Arab region in the development of national policies and structures to implement effective crime prevention.

What is Effective Crime Prevention for the ICPC?

Effective crime prevention are those actions that reduce crime. The actions will tackle causes:

- a - make crime more difficult, more risky or less rewarding to potential offenders - often focussing on potential victims;
- b - reduce the social factors that pre-dispose young persons to become persistent offenders - often focussing on potential offenders.

The ICPC has identified internationally some 50 examples of crime prevention projects where scientific evaluations have demonstrated significant and sustained reductions in crime. The

successes include reductions in burglaries, car thefts, robberies and vandalism as well as the diversion of young persons from juvenile delinquency and violent crime.

The ICPC has collated 50 examples of the know-how of experts and the successful experience of central governments, municipal government and police and justice agencies as to how to bring about these successes. The key ingredients include the use of professionals with the time and training to put excellence into practice as well as “problem solving partnerships” That is, mobilising the agencies able to influence causal factors around a rigorous diagnosis of the security problems.

Large and sustained reductions in crime - as foreseen in the Riyadh Guidelines - come from collaboration between the traditional pillars of a criminal justice policy such as law enforcement and the judiciary and a wide range of actors such as central and local government, the private sector, urban planning, schools, housing, social services, youth services, women’s affairs, public health, universities, and the media.

Type A: Needs Assessment

The ICPC is available to provide an Arab State with a needs assessment of how international know how and experience can be put into practice in that State. This requires the commitment of time and resources by both the ICPC and the State.

Typically, the ICPC would:

- 1 - prepare background material on international successes for the State;
- 2 - send a small delegation to the State;
- 3 - assess in the State (i) the availability of data on crime trends, (ii) capacity of existing and future inter-agency structures for mobi-

lising the agencies who can influence the causal factors, and (iii) existing of professionals committed to, and trained for, crime prevention;

- 4 - propose an overview of national crime prevention strategy that identified in general terms the potential roles of different ministries as well as police and justice agencies;
- 5 - collaborate on the preparation of a three year plan with a budget to concretize effective and responsible crime prevention initiatives in the State.

In many cases, it will be important to include in the delegation, an expert from NAASS familiar with the Arab State and its needs.

The State would need to identify a liaison person with whom the ICPC would work, be prepared to promote the needs assessment with the relevant partners and initiate a working partnership with the ICPC.

The work is likely to be most successful, if the State has taken the political decision to develop an effective crime prevention strategy and has a working group or task force dedicated to this task. The State would also need to find the financial resources to cover the costs of the work of the ICPC, which might be between \$20,000 and \$50,000 depending on the need for a large or small delegation and the costs of travel.

Type B: Multi-year Programs to Develop and Launch an Effective National Crime Prevention Strategy:

The ICPC is available to provide technical assistance programs to an Arab State through agreements covering a two to five year period. agreements could cover assistance for one or more of the following:

****Central governments to develop a national strategy:***

A national strategy would enable the Arab State to establish a small central secretariat tasked with responsibility to foster the implementation of effective crime prevention strategies that are cost effective, responsible, targeted to solve priority crime problems and using the most advanced international know how. The central secretariat would collaborate with central departments responsible for social services, housing, youth, education, local authorities as well as law enforcement and justice. It would develop a plan based on an analysis of the nature and causes of the crime problems. Within three years, it should be possible to launch practical projects that will reduce delinquency, violent crime and insecurity. Within five years, some of these projects should have demonstrated real reductions.

**** Local Government to develop model programs:***

Model programs would demonstrate the feasibility of using effective crime prevention strategies in a limited area, such as a major city. A safer city committee might be established within the local authority that would mobilise various social, housing, educational and youth agencies to work with police and justice agencies in strategic efforts to reduce causal factors. This committee would undertake an analysis of the crime problems and propose a plan that could be discussed more widely. The projects would be identified to make the plan a reality. These would be cost effective, responsible, targeted to solve priority crime problems and using the most advanced international know how. Within the three years, it should be possible to launch practical projects that will reduce delinquency, violent crime and insecurity. Within five years, some of these projects should have demonstrated real reductions.

*** National police agency and services to promote and collaborate on model programs:**

Model programs would demonstrate the feasibility for the police agency to promote and collaborate on effective crime prevention strategies in a limited area, such as a major city. The policy agency would be involved in organising its data so that these could be the basis of collaboration with other agencies to undertake an analysis of the crime problems and propose a plan that could be discussed more widely. Then projects would be identified to make the plan a reality. These would be cost effective, responsible, targeted to solve priority crime problems and using the most advanced international know how. Within three years, it should be possible to launch practical projects that will reduce delinquency, violent crime and insecurity. Within five years, some of these projects should have demonstrated real reductions.

*** *Role of ICPC:***

The ICPC would:

- 1 - provide information on relevant international examples of successful national crime prevention strategies;
- 2 - asses (i) the availability of data on crime trends, (ii) capacity of existing and future inter-agency structures for mobilising the agencies who can influence the causal factors, and (iii) existence of professionals committed to, and trained for, crime prevention;
- 3 - work with officials of the Arab State to draft a national crime prevention strategy, that identifies in general terms the potential roles of different ministries as well as police and justice agencies;

collaborate on the preparation of a three year plan with a budget to concretize effective and responsible crime prevention initiatives in the State;

4 - assist the Arab State to identify initial implementation activities that might attract both bilateral and multilateral aid;

5 - send a small delegation to visit the State three to four times a year;

*** *Role of the Arab State:***

The State would need to identify a liaison person with the whom the ICPC would work, be prepared to promote collaboration with the relevant partners and initiate a working partnership with the ICPC. The work is likely to be most successful, if the State has taken the political decision to develop an effective crime prevention strategy and has a working group or task force dedicated to this task.

The State would also need to find the financial resources to cover the costs of the work of the ICPC, which would not normally exceed \$200,000 over three years.

Background:

Many individuals, families and business will avoid the suffering and losses from crime if cities and governments work with ICPC to put international know how to work in their communities. The ICPC will launch its first major “tools” for use in this challenge on September 12 in Montreal.

From that date, most of these tools will be accessible in English and French on the ICPC’s new Internet site at www.crime-prevention.org/icpc. Further, information on the ICPC, its program and its capacity are included in a section on “What is the ICPC?”

The mission of the ICPC is to assist cities and countries reduce delinquency, violent crime and insecurity by harnessing international know on prevention. It was created in 1994 by Franch, Canada and the government of Quebec in collaboration with the European Forum for Urban Safety, the Federation of Canadian Municipalities, the Montreal Urban Community and Montreal International.

The Board of the ICPC combines the competences of cities, prevention experts, the private sector and specialised institutes from across the world. It is supported by the governments of Belgium, Canada, France, the Netherlands, United Kingdom and the Province of Quebec. It has a Best Practice Bureau, which has brought together information on best practices from across the world.

The ICPC expects the following tools in English and French to enable decision makers to foster cost effective and socially responsible solutions to crime. The tools are:

- 1 - *The Crime Prevention Digest: Successes, Benefits, and Directions for Seven Countries* provides a synopsis of prevention activities which reduced crime, their economic benefits and ways for central governments to foster what works. Its concise commentary on its twenty charts was designed for decision makers in government, business, cities, police, justice agencies and the media. With funding from Justice Canada, the material was brought together from Belgium, Canada, England and Wales, France, The Netherlands and the Province of Quebec. It includes analysis from Australia and the USA.
- 2 - A new Internet Site (www.crime-prevention.org/icpc) will give access to crime prevention best practices gleaned from Europe, North America and other regions of the world. One section shows what prevents crime-decision, concern for youth

and promoting responsibility. Another section brings together the ingredients of successful programs, particularly undertaken by cities and police agencies. Another section describes national strategies for supporting prevention. When used in collaboration with ICPC, this will be an essential pillar for model projects, training and policy development.

- 3 - The *kiosk* on “city action prevents crime” addresses decision makers for cities, business and agencies responsible for socio-economic development, law enforcement and prevention. It provides information for the implementation of cost-effective ways to reduce delinquency, violent crime and insecurity. It will be complemented by a computer assisted audio-visual presentation and a video-tape for use at conferences and trade shows;
- 4 - Action is a Newsletter distributed twice a year to members, associate members, the media and other participating in the ICPC. It presents current issues in crime prevention, examples of best practice, ICPC’s projects and partners, forthcoming events and recent publications of interest.

Several countries have strengthened their ways of controlling and preventing crime by developing national crime prevention strategies. This adds a fourth pillar to the traditional pillars of policing, courts and corrections. The prevention pillar harnesses the energies of agencies that can conjointly tackle the factors generating crime. Many of the strategies involve working with local authorities to empower them to implement effective solutions. These strategies have the potential to make public expenditures on crime more rational and more effective. They focus on reducing the number of victims of crime.

A national crime prevention strategy for an Arab State might encompass ways to confront violent crime and delinquency by identifying the causes and remedies, through a planning process that would involve those agencies most able to implement solutions. This community wide crime prevention planning process would articulate ways to involve various central government, municipal and private sector agencies, including those responsible for policing, justice, social services, health, housing, education, training and municipal issues.

Crime prevention involves a range of procedures designed to reduce violent crime and delinquency before individuals are arrested. Internationally, research has shown significant benefits. For instance, efforts to reduce opportunities for crime to occur have shown sustained reductions of 50% or more in crimes against households and cars. Mitigating the problems of children at risk in North America has shown savings of \$7 in policing and welfare costs for every \$1 invested. Allocating police resources to provide crime data, identifying the nature of the problem and working with communities to find solutions have shown reductions in crime in the first few years of 40% or more.

Recommendations

Recommendations

Recognizing the importance of technical cooperation and assistance in the field of Crime Prevention and Criminal Justice, and their general impact on socio-economic development,

Noting the increasing demand from Arab countries for technical assistance in the various fields of Crime Prevention and Criminal Justice resulting from the needs survey carried out by Naif Arab Academy for Security Sciences for this Conference,

Appreciating the issues highlighted in the working papers presented by International, Regional and Arab Organizations at the Conference,

Based on discussions held at the Conference.

The participants recommend:

- 1 - Emphasise the necessity for strengthening Technical Cooperation among and between the Arab countries and the International and Regional Organizations in the field of Crime Prevention and Criminal Justice,
- 2 - Establish a multilateral framework for Technical Cooperation in which the UNDP, the United Nations Programme for Crime Prevention and Criminal Justice and the Naif Arab Academy for Security Sciences, shall each and all in coordinated manner, aim to provide Technical Assistance to the Arab countries in the field of Crime Prevention and Criminal Justice.

In particular, attention will be paid to:

- a) Allocation of specific funds from UNDP to finance Technical Assistance Projects for Arab countries which are in need for financial assistance;

- b) Presentation of model projects on topics of common interest among the Arab countries in the field of Crime Prevention and Criminal Justice to build up national capabilities, institutions, and personnel training;
 - c) Developing comprehensive and reliable criminal justice information systems and policy oriented research to assist in promotion, evaluation and management of efficient, effective and equitable administration of justice, using modern technology in enhancing national capacities and international exchange of experience, and dissemination of knowledge on the trends in transnational organised crime, and strategies of international cooperation in confronting it.
 - d) Provide advisory services for the development of legislative framework and procedures to enhance the efficiency of Criminal Justice in the Arab countries;
 - e) Organizing and carrying out seminars, practical training programmes and field studies for law enforcement and criminal justice personnel in Arab countries;
 - f) Setting up a programme for field visits by Arab countries representatives to developed countries to study modern approaches in the field of Crime Prevention and Criminal Justice, and organising meetings with International Experts.
- 3 - Coordinating the activities of the International and Regional Organizations in Crime Prevention and Criminal Justice in the Arab countries through NAASS to accomplish the shared goals.
 - 4 - Promoting the inclusion of Crime Prevention and Criminal Justice projects in the national programmes which the Arab countries submit to the UNDP to obtain Technical Assistance.
 - 5 - The Conference invites Arab countries to participate in International and Regional Conferences on Crime Prevention and

Criminal Justice, and to hold side-meetings for coordination of views and activities.

- 6 - Thanks to Naif Arab Academy for Security Sciences and its President for organizing this conference which availed the opportunity to get to know international and regional organizations specializing in the field of Crime Prevention and Criminal Justice and its methods of performance, and benefit from its experiences and resources.
- 7 - The participants in the work of this conference ask the President of Naif Arab Academy for Security Sciences to send a message of thanks and appreciation to His Royal Highness Prince Naif Ibn Abdul Aziz the Minister of Interior of the Kingdom of Saudi Arabia and the President of the Board of Directors of Naif Arab Academy for Security Sciences, for his efforts and support to the scientific activities and programmes of the Academy among which is this conference.

List of Participants

List of Participants

First: Participants from Arab Countries:

Hashemite Kingdom of Jordan:

- Mohammed Amin Hamid Al-Sabbagh - Ministry of Social Development.
- Colonel, Mohammed Ali Al-Soliman - Public Security Directorate.

United Arab Emirates:

- Major, Mohammed Khamis Ali Al-Sheehi - Security Affairs Investigations.
- Major, Ahmed Mohsen Saleh Al Hamid - General Directorate, Abu Dhabi Police.
- Major, Abdul Rahman K. S. Al-Shami - General Directorate, Abu Dhabi Police.
- Major, Abdallah Mohd. Abdallah Al-Jabri - General Directorate, Abu Dhabi Police.
- Major, Mubarak Saeed Al-Mansouri - Police Department, Teraif.
- Captain, Mohd. Ahmed Rashid Al Marri - Abu Dhabi Police, U.A.E.

State of Bahrain:

- Major, Ibrahim Khalifa Al-Thani - Ministry of Interior.
- Captain, Ali Fadhl Al-Boenain - Dept., of Attorney General, Ministry of Interior.

Republic of Tunisia:

- Abdul Razzaq Bin Mansour - External Cooperation, Ministry of Interior.

Algerian Peoples Democratic Republic:

- Azayiz Al-Affani - General Directorate for National Security, Algeria.
- Khalid Ashour - Head of the Judicial Council of Oran.
- Saadan Ghurab Buzaidi - Tebesa Judicial Council, Algeria.
- Saadallah Bahri - Ministry of Justice.

Kingdom of Saudi Arabia:

- Major General, Ali Bin Thawab Al-Etaibi - Ministry of Interior.
- Shaik Dr. Saleh Bin Saad Allihaidan - Ministry of Justice, Riyadh.
- Brigadier, Ibrahim Bin Mohd. Bin Ali Al-Ayidi - Ministry of Interior, Borders Guard, Riyadh.
- Colonel, Abdul Rahman Saleh Al-Zarf - General Directorate of Borders Guard.
- Colonel, Fahd Ali Al-Abdallah Al-Mansour - Ministry of Interior - Military Affairs.
- Colonel, Mohd. Saleh Al-Rubaie - Ministry of Interior - Military Affairs, Jeddah.
- Colonel Bandar Ghallab Al-Radie - Ministry of Interior - Military Affairs, Riyadh.
- L.Colonel, Abdallah Othman Ali Al-Zayed - Directorate, Borders Guards, Riyadh.
- Major, Oboud, Maqtouf Oboud Al-Asmari - Ministry of Interior, Scientific Affairs
- Major, Thalab Mansour Al-Baqmi - Department of Criminal Evidence in Public Security.

- Major, Mansour Abdallah Al-Rajhi - General Directorate of Passports.
- Major, Saad Abdallah A.Rahman Al-Motawaa - Public Security, Technical Affairs, Computer Department.
- Captain, Mohd. Bin Nasser Al-Olah - Public Security/ Crime Security.
- Lieutenant, Al-Jahbali Al-Zahrani - Public Security / Criminal Security.
- Lieutenant, Mohd. Abdallah Mishari Al-Saadoun / Public Security
- Abdallah Bin Nasser Al-Sadhan - Ministry of Labour & Social Affairs, Riyadh.
- Mohd. Mahanna Al-Sayari - Research Center for Crime Prevention, Ministry of the Interior, Scientific Relations.
- Abdullah A/Rahman Al Sqaabi - Research Centre for Crime Prevention - Ministry of the Interior, Studies & Research

Republic of Sudan:

- Brig. Tariq Othman Al-Tahir - Sudan Police Head Quarters.

State of Palestine:

- Brig. Mohmoud Saeed Mohd. Osfour - Police General Directorate.

State of Kuwait:

- Counsellor, Mohd. Abdallah Abu Sulaib - Ministry of Justice.
- Zakarya Abdallah Salim Abdul Galil Al-Ansari - Department of International Relations.
- Col. Abdul Hamid Abdul Rahim Al Awadhi - Ministry of the Interior.
- Lieut. Colonel, Dr. Falah Salim Al Azmi - Ministry of the Interior.

- Ibrahim Ali Abdul Salam - Ministry of Social Affairs - Department of Juvenile Care.
- Khalifa Ibrahim Abdallah Al Elewi - Ministry of Social Affairs..

Great Arabian Libya Peoples Socialist Republic:

- Brig. Dr. Mohd. Ibrahim Omar Al-Essaibie - General Secretariate of the Peoples Committee for Public Security.
- Colonel, Bashir Ahmed Masoud Abu Sebaiha - General Peoples Committee for Public Security.
- Colonel, Abdul Fattah Abdallah Ramadan Al Qammati - General Peoples Committee for Public Security.
- L.Colonel, Othman Mohd. Al Wakeel - General Peoples Committee for Public Security.
- L.Colonel, Nouri Mohd. Saleh - General Peoples Committee for Public Security.
- Major, Ibrahim Ibrahim Mohammed Andeer - General Peoples Committee for Public Security.
- Captain, Hassan Al Hamali Mohd. Omar - General Peoples Committee for Public Security.

Egypt Arab Republic:

- Dr. Hussein Kamil Mohd. Al Makkawi - National Centre for Social Research & Criminology.

Mauritania Islamic Republic:

- Aldah Wald Abdul Qadir - Ministry of Justice.
- Head Commissioner, Mohammed Abdallah Wald Aldab - General Directorate for National Security, Ministry of the Interior.

Second: Participants from International and Regional Organizations:

- Mr. Vincent Del Buono - Interregional Advisor in the UN Crime Prevention and Criminal Justice Division.
- Mr. Yves De San - Resident Representative for UNDP in the Kingdom of Saudi Arabia.
- Dr. Jamil Soufi - In-charge Resources Mobilization - UNDP in the Kingdom of Saudi Arabia.
- Dr. Ugljesa Zvekic - Deputy Director of the UN Interregional Crime and Justice Institute.
- Mr. Gerald Roy Walmsley - Consultant to the European Institute for Crime Prevention and Control.
- Mr. Isam Al Rashid Abu Jidairi - Director, The UN African Institute for the Prevention of Crime and the Treatment of Offenders.
- Mr. Gary Hill - Consultant, International Scientific and Professional Advisory Council.
- Dr. Irvin Waller - Director General, International Centre for Prevention of Crime.
- Dr. Mohammad Asaad Alem - President Assistant, Naif Arab Academy for Security Sciences.
- Maj. General, Dr. Mohammad Al Amin Al-Bushra - Dean of the Studies and Research Center, Naif Arab Academy for Security Sciences.
- Dr. Mohsen Abd Elhamid Ahmed - Director, Department of International Cooperation, Naif Arab Academy for Security Sciences.
- Dr. Taha Hassan Al Nour - Department of International Cooperation Naif Arab Academy for Security Sciences.
- Dr. Abdul Aziz Abdallah Al Eisa - Department of International Cooperation, Naif Arab Academy for Security Sciences.